

Utah's Division of Child and Family Services

Southwest Region Report

Qualitative Case Review Findings

**Review Conducted
February 9-13, 2004**

*A Joint Report by
The Child Welfare Policy and Practice Group
and
The Office of Services Review, Department of Human Services*

June 6, 2004

Table of Contents

I.	Introduction	1
II.	Practice Principles and Standards.....	1
III.	The Qualitative Case Review Process	3
IV.	System Strengths	7
V.	Characteristics of the Southwest Region.....	8
VI.	Stakeholder Observations.....	8
VII.	Child and Family Status, System Performance Analysis, Trends, and Practice Improvement Needs.....	15
VIII.	Recommendations for Practice Refinement.....	39
	Appendix--Milestone Trend Indicators	A-1

I. Introduction

The Division of Child and Family Services (the Division) completed a comprehensive plan for the delivery of services to families and children in May 1999, entitled The Performance Milestone Plan (the Plan) pursuant to an order issued by United States District Court Judge Tena Campbell. On October 18, 1999, Judge Campbell issued an order directing the Division as follows:

- The Plan shall be implemented.
- The Child Welfare Policy and Practice Group (the Child Welfare Group) shall remain as monitor of the Division's implementation of the Plan.

The Plan provides for four monitoring processes. Those four processes are: a review of a sample of Division case records for compliance with case process requirements, a review of the achievement of action steps identified in the Plan, a review of outcome indicator trends, and, specific to the subject of this report, a review of the quality of actual case practice. The review of case practice assesses the performance of the Division's regions in achieving practice consistent with the practice principles and practice standards expressed in the Plan, as measured by the Qualitative Case Review (QCR) process.

The Plan provides for the QCR process to be employed as one method of assessing frontline practice for purposes of demonstrating performance sufficient for exit from the David C. Settlement Agreement and court jurisdiction. Related to exit from qualitative practice provisions, the Division must achieve the following in each region in two consecutive reviews:

- 85% of cases attain an acceptable score on the child and family status scale.
- 85% of cases attain an acceptable score on the system performance scale, with core domains attaining at least a rating of 70%.

The Plan anticipates that reports on the Division's performance, where possible, will be issued jointly by the Child Welfare Group and the Division, consistent with the intent of the monitor and the Division to make the monitoring process organic to the agency's self-evaluation and improvement efforts.

II. Practice Principles and Standards

In developing the Plan, the Division adopted a framework of practice, embodied in a set of practice principles and standards. The training, policies, and other system improvement strategies addressed in the Plan, the outcome indicators to be tracked, the case process tasks to be reviewed, and the practice quality elements to be evaluated through the QCR process all reflect these practice principles and standards. They are listed below:

Protection	Development	Permanency
Cultural Responsiveness	Family Foundation	Partnerships
Organizational Competence	Treatment Professionals	

In addition to these principles or values, the Division has express standards of practice that serve both as expectations and as actions to be evaluated. The following introduction and list is quoted directly from the Plan.

Though they are necessary to give appropriate direction and to instill significance in the daily tasks of child welfare staff, practice principles cannot stand alone. In addition to practice principles, the organization has to provide for discrete actions that flow from the principles. The following list of discrete actions, or practice standards, have been derived from national practice standards as compiled by the CWPPG, and have been adapted to the performance expectations that have been developed by DCFS. These practice standards must be consistently performed for DCFS to meet the objectives of its mission and to put into action the above practice principles. These standards bring real-life situations to the practice principles and will be addressed in the Practice Model development and training.

- 1. Children who are neglected or abused have immediate and thorough assessments leading to decisive, quick remedies for the immediate circumstances, followed by long-range planning for permanency and well-being.*
- 2. Children and families are actively involved in identifying their strengths and needs and in matching services to identified needs.*
- 3. Service plans and services are based on an individualized service plan, using a family team (including the family, where possible and appropriate, and key support systems and providers), employing a comprehensive assessment of the child and family's needs, and attending to and utilizing the strengths of the child and his/her family strengths.*
- 4. Individualized plans include specific steps and services to reinforce identified strengths and meet the needs of the family. Plans should specify steps to be taken by each member of the team, time frames for accomplishment of goals, and concrete actions for monitoring the progress of the child and family.*
- 5. Service planning and implementation are built on a comprehensive array of services designed to permit children and families to achieve the goals of safety, permanence and well-being.*
- 6. Children and families receive individualized services matched to their strengths and needs and, where required, services should be created to respond to those needs.*

7. *Critical decisions about children and families, such as service plan development and modification, removal, placement and permanency, are, whenever possible, to be made by a team including the child and his/her family, the family's informal helping systems, foster parents, and formal agency stakeholders.*
8. *Services provided to children and families respect their cultural, ethnic, and religious heritage.*
9. *Services are provided in the home and neighborhood-based settings that are most appropriate for the child and family's needs.*
10. *Services are provided in the least restrictive, most normalized settings appropriate for the child and family's needs.*
11. *Siblings are to be placed together. When this is not possible or appropriate, siblings should have frequent opportunities for visits.*
12. *Children are placed in close proximity to their family and have frequent opportunities for visits.*
13. *Children in placement are provided with the support needed to permit them to achieve their educational and vocational potential with the goal of becoming self-sufficient adults.*
14. *Children receive adequate, timely medical and mental health care that is responsive to their needs.*
15. *Services are provided by competent staff and providers who are adequately trained and who have workloads at a level that permit practice consistent with these principles.*

III. The Qualitative Case Review Process

Historically, most efforts at evaluating and monitoring human services, such as child welfare, made extensive, if not exclusive, use of methods adapted from business and finance. Virtually all of the measurements were quantitative and involved auditing processes: counting activities, checking records, and determining if deadlines were met. Historically, this was the approach during the first four years of compliance monitoring in the David C. Settlement Agreement. While the case process record review does provide meaningful information about accomplishment of tasks, it is at best incomplete in providing information that permits meaningful practice improvement.

Southwest Region Report

Over the past two decades there has been a significant shift away from exclusive reliance on quantitative process oriented audits and toward increasing inclusion of qualitative approaches to evaluation and monitoring. A focus on quality assurance and continuous quality improvement has found increasing favor, not only in business and industry, but also in health care and human services.

The reason for the rapid ascent of the “quality movement” is simple: it not only can identify problems, it can help solve them. For example, a qualitative review may not only identify a deficiency in service plans, but may also point to *why* the deficiency exists and *what can be done* to improve the plans. By focusing on the critical outcomes and the essential system performance to achieve those outcomes, attention begins to shift to questions that provide richer, more useful information. This is especially helpful when developing priorities for practice improvement efforts. Some examples of the two approaches may be helpful:

AUDIT FOCUS :

“Is there a current service plan in the file?”

QUALITATIVE FOCUS :

“Is the service plan relevant to the needs and goals, and coherent in the selection and assembly of strategies, supports, services, and timelines offered?”

AUDIT FOCUS :

“Were services offered to the family?”

QUALITATIVE FOCUS :

“To what degree are the implementation of services and results of the child and family service plan routinely monitored, evaluated, and modified to create a self-correcting and effective service process?”

The QCR process is based on the Service Testing™ model developed by Human System and Outcomes, Inc., which evolved from collaborative work with the State of Alabama, designed to monitor the R. C. Consent Decree. The Service Testing™ model has been specifically adapted for use in implementing the Plan by the Division and by the court monitor, the Child Welfare Group, based on the Child Welfare Group’s experience in supporting improvements in child welfare outcomes in 11 other states. Service Testing™ represents the current state of the art in evaluating and monitoring human services, such as child welfare. It is meant to be used in concert with other sources of information, such as record reviews and interviews with staff, community stakeholders, and providers.

The Utah QCR process makes use of a case review protocol adapted for use in Utah from protocols used in 11 other states. The protocol is not a traditional measurement designed with specific psychometric properties. The QCR protocol guides a series of structured interviews with key sources such as children, parents, teachers, foster parents, Mental Health providers, caseworkers, and others to support professional appraisals in two broad domains: Child and Family Status and System Performance. The appraisal of the professional reviewer examining

each case is translated to a judgment of acceptability for each category of functioning and system performance reviewed using a six-point scale ranging from “Completely Unacceptable” to “Optimally Acceptable.” The judgment is quantified and combined with all other case scores to produce overall system scores.

The Utah QCR instrument assesses child and family status issues and system performance in the following discrete categories. Because some of these categories reflect the most important outcomes (Child and Family Status) and areas of system functioning (System Performance) that are most closely linked to critical outcomes, the scoring of the review involves differential weighting of categories. For example, the weight given permanence is higher than for satisfaction. Likewise, the weight given functional assessment is higher than the weight for successful transitions. These weights, applied when cases are scored, affect the overall score of each case. The weight for each category is reflected parenthetically next to each item.

<u>Child and Family Status</u>	<u>System Performance</u>
Child Safety (x3)	Child/Family Participation (x2)
Stability (x2)	Team/Coordination (x2)
Appropriateness of Placement (x2)	Functional Assessment (x3)
Prospects for Permanence (x3)	Long-Term View (x2)
Health/Physical Well-Being (x3)	Child and Family Planning (x3)
Emotional/Behavioral Well-Being (x3)	Plan Implementation (x2)
Learning Progress (x2), <i>OR</i> ,	Supports/Services (x2)
Learning/Developmental Progress (x2)	Successful Transitions (x1)
Caregiver Functioning (x2)	Effective Results (x2)
Family Functioning/Resourcefulness (x1)	Tracking Adaptation (x3)
Satisfaction (x1)	Caregiver Support (x1)
Overall Status	Overall System Performance

The fundamental assumption of the Service Testing™ model is that each case is a unique and valid test of the system. This is true in the same sense that each person who needs medical attention is a unique and valid test of the health care system. It does not assume that each person needs the same medical care, or that the health care system will be equally successful with every patient. It simply means that every patient is important and that what happens to that individual patient matters. It is little consolation to that individual that the type of care they receive is usually successful. This point becomes most critical in child welfare when children are currently, or have recently been, at risk of serious harm. Nowhere in the child welfare system is the unique validity of individual cases clearer than the matter of child safety.

Service Testing™, by aggregating the systematically collected information on individual cases, provides both quantitative and qualitative results that reveal in rich detail what it is like to be a consumer of services and how the system is performing for children and families. The findings of the QCR will be presented in the form of aggregated information. There are also case stories written at the conclusion of the set of interviews done for each case. They are provided to clarify the reasons for scores assigned, to offer steps to overcome obstacles or maintain progress, and as illustrations to put a “human face” on issues of concern.

Methodology

Cases reviewed were randomly selected from the universe of the case categories of out-of-home (SCF), Protective Family Preservation (PFP) services, Protective Services Supervision (PSS), and Protective Service Counseling (PSC) in the region. These randomly selected cases were then inserted into a simple matrix designed to ensure that critical facets of the Division population are represented with reasonable accuracy. These variables stratified the sample to insure that there was a representative mix of cases of children in out-of-home care and in their own homes. For children in out-of-home care, the sample was further stratified to assure that children in a variety of settings (family foster care, group care, and therapeutic foster care) were selected. Cases were also distributed to permit each office in the region to be reviewed and to assure that no worker had more than one of his/her cases reviewed. An additional number of cases were selected to serve as replacement cases, which are cases used to substitute for cases that could not be reviewed because of worker or family circumstances (illness, lack of family consent, etc).

The sample thus assured that:

- Males and females were represented.
- Younger and older children were represented.
- Different case types (foster care and home-based) were represented.
- Newer and older cases were represented.
- Larger and smaller offices were represented.

A total of 24 cases were selected for the review, and 24 cases were reviewed.

Reviewers

The Child Welfare Group qualitative reviewers included professionals with extensive experience in child welfare and child mental health. Most of the reviewers had experience in the Alabama child welfare reform, as well as other reform and practice improvement initiatives around the United States. The Child Welfare Group has employed the QCR process in 11 different states. Utah reviewers “shadow” the Child Welfare Group reviewers as a part of an organized reviewer training and certification process. These reviewers, once certified, become reviewers themselves and participate in subsequent reviews as part of the plan to develop and maintain internal capacity to sustain the review process. At this point, one half of the reviewer contingent ordinarily consists of Child Welfare Group reviewers and one half consists of certified Utah reviewers.

Stakeholder Interviewers

As a compliment to the individual case reviews, the Child Welfare Group staff and Utah staff interview key local system leaders from other child and family serving agencies and organizations in the region about system issues, performance, assets, and barriers. These diverse views provide a valuable source of perspective, insight, and feedback about the performance of Utah’s child welfare system. In some years, focus groups with Division staff, consumer families, youth, foster parents, or other stakeholders are a part of this aspect of the review process. Their observations are briefly described in a separate section.

IV. System Strengths

In the course of the review, many system strengths or assets were observed in individual case practice. Although each of the strengths listed was not observed in every case, these strengths contributed to improved outcomes for children and families. Some of these system strengths or assets are listed below:

- Reviewers regularly observed real engagement of the families.
- The region continues to have many skilled and committed foster parents who see themselves as key partners.
- There was consistent evidence of the development and regular use of the mentoring program, the learning environment, and improved and timely training.
- The region, its offices, and individual caseworkers have developed meaningful partnerships with the schools.
- Individualized plans arising from functional assessments that are developed at the team meetings are becoming routine.
- Reviewers observed organized and systematic approaches to the long-term view and functional assessment. Helpful tools have been developed to support this practice.
- All team members could identify all of the partners involved in a case – there were networks of communication, not just caseworkers directing activities.
- There was regular evidence of tracking services and adapting plans based on results.
- There was frequent attention to not overwhelming the family with tasks. Required tasks reflect realistic expectations and choices of services are offered.
- Child and family teams can access flexible funding in a timely manner, supported by a responsive resource development team.
- The local drug court is well informed of the permanency time frames that challenge drug-affected families.
- Supervisors and managers utilize the principles of the Practice Model with staff.
- There has been deeper development of the Practice Model, especially around teaming.
- They were frequent, and often successful, efforts to include distant team members in child and family teams.
- Reviewers observed the reinvolvement of parents whose legal rights had been terminated into child and family teams as informal supports. This represented an ability to think outside the norms to bring about best practice.
- The region, supervisors, and caseworkers use the QCRs as a learning opportunity.
- Caseworkers persist with Practice Model principles and skills when they encounter resistance from families.
- There was strong advocacy for in-home and community-based services.
- Community partners are volunteering ways to improve the partnership.
- Community partners are seeing the value of the Practice Model and adapting it for their own needs.
- Staff attention is focused on the quality of casework, not just on whether the case was scored as “acceptable” or “unacceptable.”
- The region has consistently expressed, through its actions, “ownership” of the Practice Model and its implications.

- Team meetings are used at critical decision-making junctures in cases, rather than just at the points mandated by policy.
- The use of child and family teams was observed earlier in the life of cases.
- There was uniform praise for caseworkers from partners and from the families.
- Most young children are placed in legal risk homes at the beginning, minimizing disruptive moves and multiple placements.
- Caseworkers are willing to take reasonable risks to give families a better chance for success through creative interventions.
- The state has increased the number of health-care nurses, resulting in health issues being tracked in a timely manner.

V. Characteristics of the Southwest Region

Trend Indicators for the Southwest Region

The Division provided current regional trend data and data to permit comparisons with past fiscal years. The table for the Southwest Region, along with that of the other regions, is included in the Appendix.

VI. Stakeholder Observations

The results of the QCRs should be considered within a broader context of local or regional interaction with community partners. In some years, staff supporting the qualitative reviews interviews consumer families, youth, foster families, or key community stakeholders. In other years, the interviews included line staff, supervisors, and administrative staff. This year, the QCRs in the Southwest Region were supported by focus groups with a new resource development team, caseworkers (including a separate group of new workers), supervisors, administrative staff and foster parents. Participants in the focus groups were asked to identify what they saw as the region's strengths or assets, and what they saw as barriers or challenges for the region.

[The following lists of strengths and barriers are atypically long. This is partly due to the number of focus groups, and partly due to the fact that the lists are usually, and often sharply edited for brevity. Because this region was the first to meet the exit criteria on the QCRs, it seemed worthwhile to record the full range of stakeholder perspectives on strengths, assets, and remaining barriers in the hope that their experience would be instructive.]

Resource Development Team Focus Group

The Southwest Region developed this team to try and address some of the unique challenges of a rural region in providing the range, depth, and proximity of services that children and families need. The team also contributes to the region's use and management of flexible funds.

Strengths

- The region is having some success in finding or developing resources as close as possible to the families and children's community of origin.
- The region has used flexible funds to support youth advocates.
- Offices are making good use of flexible funds (creative intervention funds) to develop creative and responsive services.
- Local supervisors are able to approve the use of creative intervention funds up to \$100 without having to seek further administrative approval. This encourages more timely assistance and less reliance on categorical services.
- The Division is more involved with community partners through the use of creative intervention funds and this is encouraging partners to "come on board" with the Practice Model.
- Involved community partners are calling family team meetings on their own initiative.
- Money is less of a big issue because partners are sharing responsibility and splitting expenses.
- There is greater accountability because partners are working together.
- Families feel that the Division is truly invested in their success.
- The resource development team has never had a request that they could not find a way to meet.
- Because of improved teamwork, better plans are being developed and partners are working with the Division to make the plans work.
- Workers feel supported because they get responses to their requests quickly.
- Workers know how to ask for what they need for their families because every worker has been through creative intervention training.
- Workers know that there is a team to help them find solutions.
- The use of creative intervention funding has helped make up for the loss of FACT and LIC funding in the Richfield area.
- Schools have become more responsive to the Division because of the loss of the FACT funding and the availability of creative intervention funds.
- The availability of the creative intervention funds has contributed to increased camaraderie and interdependence among community partners subsequent to the loss of other funding streams that supported inter-agency cooperation.
- Mental health providers are working to provide drug education, in addition to drug treatment.
- The relationship with Central Utah Counseling has improved, and the Division is getting more responsive services.
- Central Utah Counseling is now willing to match individual therapists with individual families.
- The Utah Frontiers Project has been helpful.
- The Hurricane Valley Family Support Center has been helpful.
- Community partners are noticing that what the Division is doing for families is working.
- Emancipated youth are working as mentors for youth in the Independent Living Program.
- The Quality Improvement Committee is up and running and is providing constructive, positive information about the Division.

Barriers

- The Division is required to pay when judges order assessments, treatment, or other services that were not developed through child and family teams. This is not consistent with the Practice Model, and may not always be the best use of limited resources.
- There is a need within the region for treatment for eating disorders.
- The loss of the FACT and LIC funding is affecting the Manti area.
- Dependency drug court issues need to be addressed in the rest of the region like they have been in St. George.
- The Division is frequently ordered to do drug testing, but doesn't have sufficient funding to assume this responsibility.
- Involvement in drug court is often a positive development; but it can complicate cases by taking away the voluntary aspects of cases and making every decision a court issue.
- An explosion of drug usage in the community has outrun regional resources and is stressing many agencies, including the Division.
- A family support center is needed in Richfield.
- A larger number of therapeutic foster homes are needed in the region so that children can be kept closer to their communities, especially in rural areas.
- Youth with mental disabilities who are aging out of the system have few resources or supports available to them, and often don't "fit" the services that are available.

Cedar City Staff Focus Group

Occasionally, focus groups will be held with all of the staff of a particular office within a region, rather than breaking out groups of caseworkers, support staff, and administrators. This was one such "mixed" group.

Strengths

- The staff observed that the Practice Model is "working its magic."
- All of the workers have had Practice Model training and are now focused on refining their practice.
- When one worker succeeds using Practice Model principles and skills, it motivates others to follow the Practice Model.
- Having the functional assessment on SAFE (the state's automated child welfare information system) is helpful.
- Partnerships, with families and with the community, have come a long way.
- The Cedar City office meshes well together, and forms a tight-knit group.
- Communication between teams within the office is wonderful.
- There is good transfer of information from CPS to the other teams.
- The CPS team feels like their supervisor is very supportive.
- Child and family team meetings are happening for virtually all families.
- Team meetings are helping families realize how much support they have.
- Good functional assessment is the "backbone" of cases.
- Caseworkers have found that families can be easily engaged when they are asked how *they* feel and what *they* think.
- The administration is committed to the Practice Model and to families.

Southwest Region Report

- The administration is committed to the caseworkers as individuals, and provides support on both work and personal issues.
- Minutes from child and family team minutes have been beneficial and have helped hold team members accountable for assignments.
- The Healthy Utah exercise program has been very positive and provides a stress break for caseworkers.
- The Director of the Division has worked hard to educate and involve legislators.
- Law enforcement has been a wonderful partner.

Barriers

- The staff need “fixes”(programming adaptations) to SAFE now, but some of the needed “fixes” are still two or three years away.
- There is a need for more families that want to become foster parents.
- A drug court is needed in Iron County.
- Engagement with families is hampered by workers having to personally conduct drug testing.
- CPS referrals have increased dramatically; increasing CPS caseloads to the point that CPS workers feel they can’t do anything but crisis management.
- There has been a sharp increase in court-ordered cases and dependency cases.
- Insurance costs have risen while pay has not, leaving workers with less take-home pay. Workers need incentives, not just encouragement.
- Committees are established, but they sometimes don’t have the time or resources to meet.
- In a rural region, access to more state cars would be beneficial.
- Media coverage seems to focus exclusively on cases that are perceived to be failures; there seems to be no attention to the much larger number of successful cases.
- Legislators are critical of caseworkers, but often don’t understand the role of the caseworkers.

New Caseworker Focus Group

This focus group was oriented toward understanding the training and support that new caseworkers receive.

Strengths

- Mentors want new workers to succeed.
- The entire staff cares about the children and families they work with.
- The region is willing to do whatever needs to be done to achieve good results.
- Mentors trust new workers with responsibility and teach them how to succeed.
- The entire Division team supports new workers.
- Practice model training is excellent and it’s making a difference.
- Workers are learning to provide more individualized services.
- New workers have all the skills and tools that they need.
- Workers feel supported by Division regional administration.
- Supervisors trust the new workers and have confidence in them.
- There is a commitment to training and mentoring on the regional level.
- Supervisors are protective and supportive of new workers.

Southwest Region Report

- The support staff is incredible: they are very bright and motivated.
- Mentors make new workers aware of services and resources.
- The region is working hard to develop more community resources.
- The QCRs and CPRs are helpful to new workers.

Barriers

- The Attorneys General are excellent attorneys, but working with them can be challenging.
- Workers need training on accessing additional resources.
- Additional space is needed for child and family team meetings.
- Lengthening priority time frames for certain CPS cases would be helpful.
- CPS workers would like more time to help families adjust to the transition from CPS to in-home or other services.
- Accessing police reports can be a very slow process.
- Support staff are needed to transport kids to appointments, visits, etc.
- Administrators and trainers could keep in touch with workers' issues by carrying one case as the primary worker.
- Foster homes with a wider range of capabilities are needed.
- Youth Services is now under the DYC, so the Division seems to be getting a lot of dependency cases.
- More emphasis on developing partnerships in the rural communities is needed.
- Most of the region has no access to family support centers or children's justice centers.
- CORE and Practice Model training need to be integrated.
- The functional assessment and service plan are not linked in SAFE.
- Family team meetings should not have time constraints, so that workers have time to collect all of the information needed.

Supervisor Focus Group

Strengths

- The mentoring program has been working well and has been a huge support.
- Central Utah Counseling Center is working better with the Division.
- The Division has a working agreement with Central Utah Counseling that confirms that they will attend all child and family team meetings.
- The region has made impressive efforts to develop flexible funding.
- Workers feel supported by the resource development team.
- Approvals of flexible funding requests have been received very quickly.
- The region does a good job of pulling all funding pools together to help families.
- Partners are asking that additional child and family team meetings be held.
- New employees like what they do and feel supported.
- There is a general feeling of being supported and trusted.
- New workers like their mentors and all rated them as "11s" on a scale of 1 to 10.

Barriers

- Workers who are mentoring have full workloads, and mentoring is an additional hidden workload.

Southwest Region Report

- It is difficult to develop a pool of workers so that when there is a vacancy someone would be ready to fill it.
- Working with families would be more successful and less complicated if the Practice Model were implemented by other agencies such as mental health, substance abuse, the courts, youth corrections, and DSPD.
- It is difficult to find a mental health provider who does family therapy. Having a therapist on staff would be ideal.
- It would be helpful if youth corrections received training on how to intervene to keep children from coming into care with the Division.
- There has been a significant increase in CPS intake due to an increase in domestic violence and drug use.
- There is a need for more foster parents to meet the diverse needs of children coming into care.
- A community response (including directors at agencies other than the Division) is needed to develop plans to deal with system barriers that affect the Division.
- It takes two years for a worker to become really proficient at their job, and then they sometimes leave for a higher paying job in another agency. There is no current support for raises or incentives. Pay raises designed to attract new workers have created inequities for old workers.
- Drug court is needed throughout the region.
- Workers do not like having to personally carry out drug screens with their clients.
- The functional assessment cannot be imported into the plan in SAFE.

Region Management Team Focus Group

Strengths

- Southwest Region established a "Big Action Plan."
- Southwest Region is working to stay the course in spite of legislative changes.
- Southwest Region established a system for the ongoing generation and evaluation of data within the region.
- Front-line practice has definitely improved. Southwest Region is constantly looking at ways to do things even better.
- Federal Review results have been used to help change practice for the better.
- There is a regular review of data during management team meetings.
- Workers are focused on the Practice Model.
- Practice model training is provided to foster parents.
- Foster parent training has improved. Foster parents understand what workers are working toward.
- Foster parents feel involved and understand why teaming is important.
- Clients see the system as less abrasive than in the past.
- Exit surveys provide useful feedback on why workers are leaving.
- The regional turnover rate is less than 5%.
- There is an emphasis on teaming, and families feel that they "own" the team.
- Families have been empowered to help themselves.
- The structure of the region is a strength.

Southwest Region Report

- The permanency, planning, and placement committee focuses on high cost placements to try and ensure limited resources are being used efficiently.
- Contracted providers are providing regular progress reports.
- The Division verifies that providers are getting children and families what they have been contracted to provide.
- The resource development team has taken the time to teach workers how to get the support they need. There is designated staff to provide support on specific cases.
- The "Sprint Team" meets regularly to improve practice and analyze data.
- The Practice Model has helped all players know the direction of the plans.
- Foster parents are now aware that they can call a child and family team meeting on their own initiative. Foster parents feel they are listened to.
- "Cross-feeding" (timely redirection of scarce resources to where they are needed most) within the region is frequent and helpful.
- The Office of Licensing, the Utah Foster Care Foundation, and the Division meet monthly to track families through recruitment and licensing. The Division has worked with Licensing to eliminate a backlog of home studies.
- There is a focus on foster parent retention, not just recruitment. Last quarter no foster parent left due to lack of support from the Division.
- Cluster groups are in place for foster parents.
- A performance-based contract is in place with the Utah Foster Care Foundation.
- A support system has been created to make up for lack of resource family consultants.
- The Quality Improvement Committee has been a great resource for the Division.
- Trainers developed a Practice Model refresher-training module.
- Preparation meetings are held prior to child and family team meetings to see what families want to address at the team meetings.
- Many child and family team meetings are held in the homes of parents.
- A long-term view worksheet has been developed.
- The relationship with Central Utah Counseling has improved.
- More therapeutic foster homes are being developed.
- The region's clinical consultant is evaluating the assessments from different providers to determine each provider's strengths.
- The focus in the region is on process, not just paperwork.
- A quick reference guide to the Practice Model was developed and given to workers.
- Outcome measures show families are more satisfied and children are safer.
- Support staff are relieving workers by taking minutes at child and family team meetings.
- Workers are more aware of family issues now.
- Each case is dealt with individually.
- The region has an attitude of openness.
- Functional assessments are excellent and hold the cases together.

Barriers

- The lack of response from legislators despite many attempted contacts has been discouraging.

Foster Parent Focus Group

Strengths

- The Division does more for families before they remove kids.
- Foster parents are invited to team meetings and they help create the service plans.
- The Division is good about paying for things like special lessons and gymnastics.
- Caseworkers are very accessible and willing to help.
- Caseworkers respect foster parents and their ideas.
- Foster friends provide support such as helping with transportation.
- The Division makes foster parents feel very valued. CPS workers in St. George are wonderful and provide a lot of information prior to placement. St. George CPS workers don't minimize problems and always do 24-hour visits after placement.
- Shelter foster parents have a lot of input in choosing foster homes.
- Training provided to foster parents is much better now.
- The Utah Foster Care Foundation plans to provide more training through the cluster groups.
- Southwest Counseling meets regularly with the Division supervisor in Cedar City.

Barriers

- Foster parents would like more specific training on how to find things that will motivate individual kids.
- Caseworkers need to be retained so they will stay longer with the agency.
- Police and probation officers should be involved in teaming.
- Communication between some workers and foster parents could be better. Some caseworkers don't share information with foster parents because they think it will be a violation of confidentiality.
- More foster friends are needed.
- More shelter homes are needed. Many people don't like to be shelter homes because children are removed so quickly.
- Foster parents are not always comfortable with the family support center and don't feel comfortable having children there. They would prefer children be placed in shelter foster homes.
- Sometimes foster parents are not invited to certain child and family team meetings because the biological parents will be there.
- Requiring that foster children be left with only licensed babysitters makes it difficult for foster parents to get time alone as a couple because they can't find a licensed sitter.
- Sometimes children need a higher level of care, but the Division is reluctant to raise the level of care because of financial considerations.

VII. Child and Family Status, System Performance Analysis, Trends, and Practice Improvement Needs

The QCR findings are presented in graphic form to help quantify the observations of the qualitative assessment. Graphs show a comparison of scores for past years' reviews with the

current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the measured indicators of status or performance were judged to be “acceptable.” A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using these rating scales. The range of ratings is as follows:

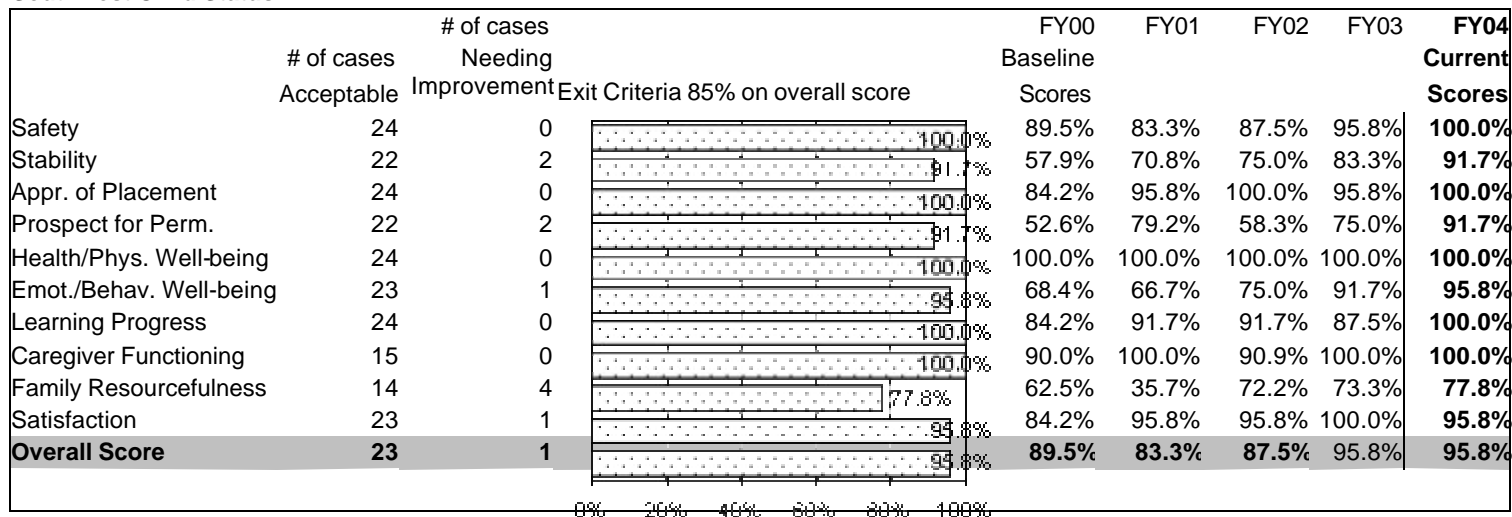
- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status or Performance

Child and Family Status, as well as System Performance, is evaluated using 11 indicators. A graph presenting the overall, summative scores for each domain is presented below. Beneath the graphs for overall information, a graph showing the distribution of scores for each indicator within each of the two domains is presented. Later in this section (section VII, Summary of Case Specific Findings), brief comments regarding progress and examples from specific cases are provided.

Child and Family Status Indicators

Overall Status

Southwest Child Status

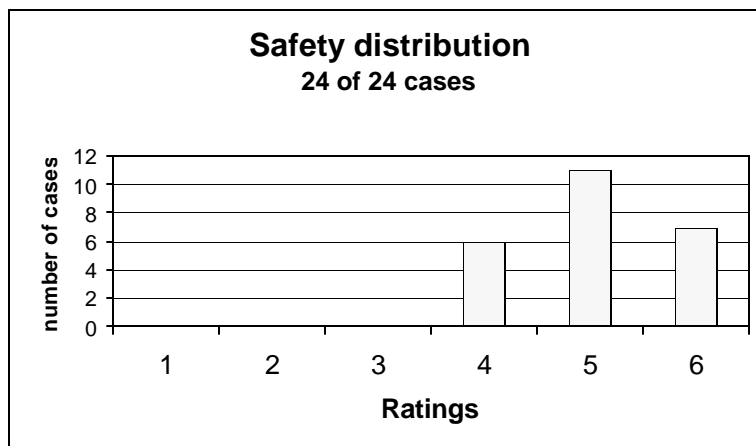


An important observation about the overall child and family status graph is the good consistency in overall child and family status of the past several years.

Safety

Summative Questions: Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

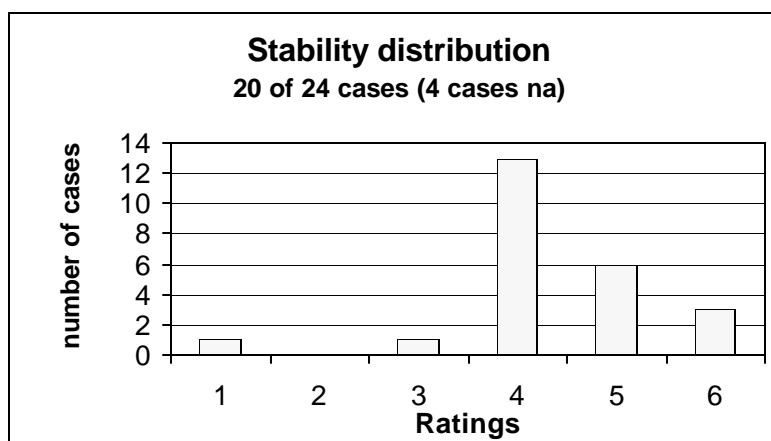
Findings: 100% of cases were within the acceptable range (4-6).



Stability

Summative Questions: Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

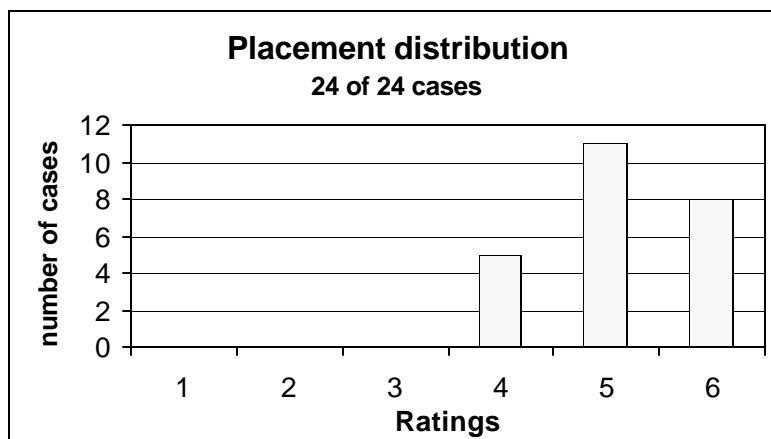
Findings: 91.7% of cases were in the acceptable range (4-6).



Appropriateness of Placement

Summative Questions: Is the child in the most appropriate placement consistent with the child's needs, age ability and peer group and consistent with the child's language and culture?

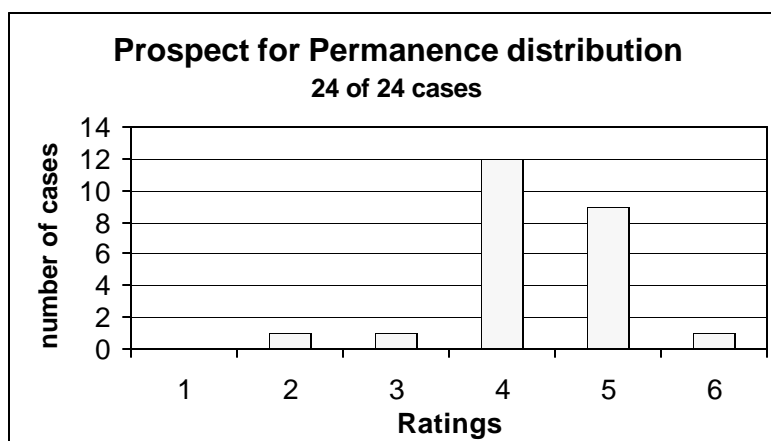
Findings: 100% of cases were in the acceptable range (4-6).



Prospects for Permanence

Summative Questions: Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in a safe, appropriate, permanent home?

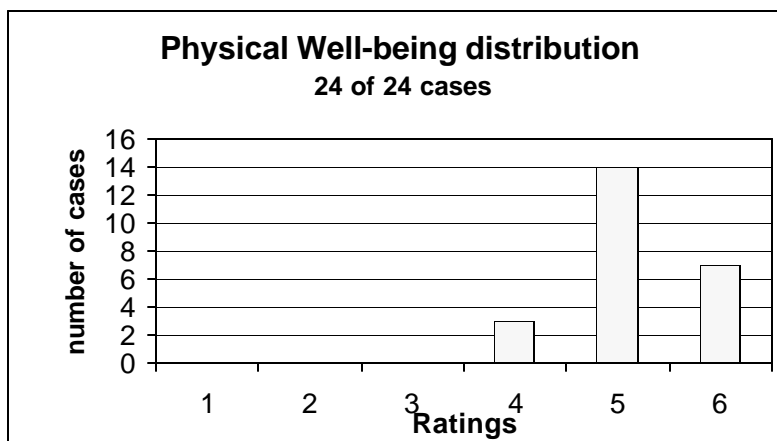
Findings: 91.7% of cases were within the acceptable range (4-6).



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

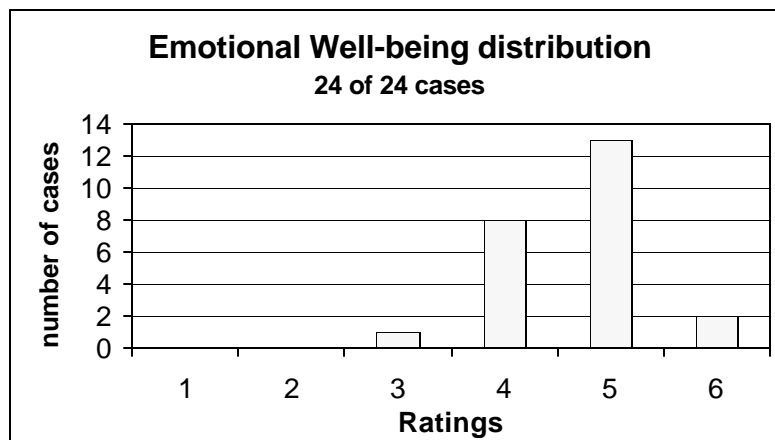
Findings: 100% of cases were within the acceptable range (4-6).



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well, emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 95.8% of cases were within the acceptable range (4-6).

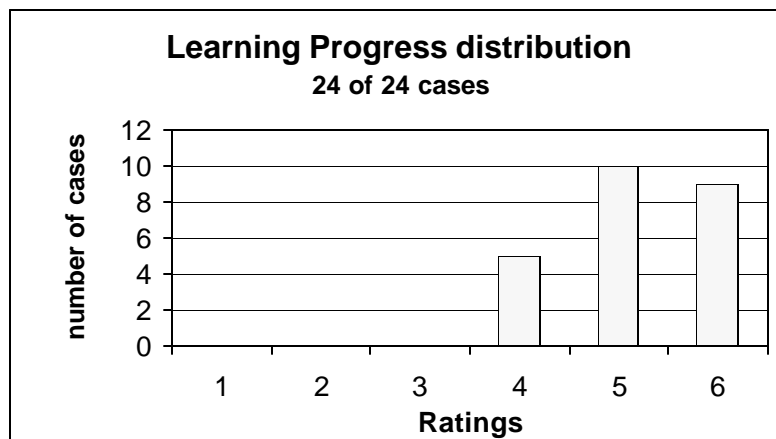


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/ her age and ability?

Note: There is a supplementary scale used with children under five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

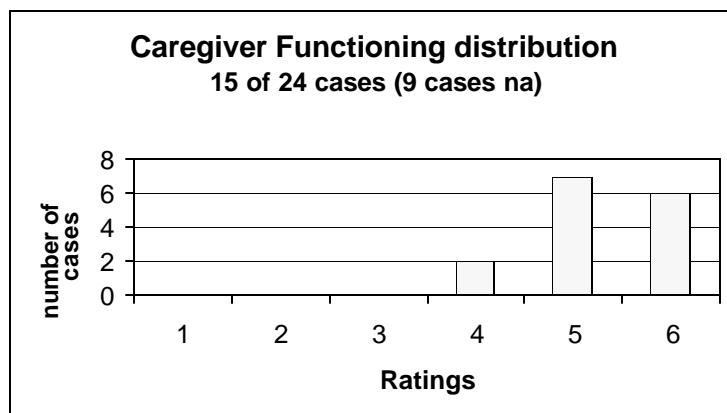
Findings: 100% of cases were within the acceptable range (4-6).



Caregiver Functioning

Summative Questions: Are the substitute caregivers, with whom the child is currently residing, willing and able to provide the child with the assistance, supervision, and support necessary for daily living? If added supports are required in the home to meet the needs of the child and assist the caregiver, are these supports meeting the need?

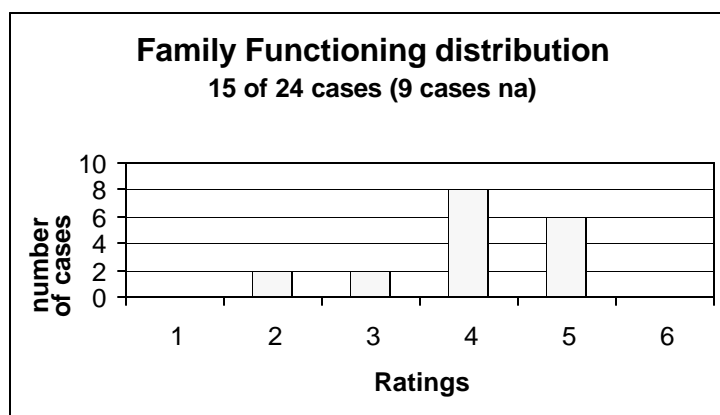
Findings: 100% of cases were within the acceptable range (4-6).



Family Functioning and Resourcefulness

Summative Questions: Does the family, with whom the child is currently residing or has a goal of reunification, have the capacity to take charge of its issues and situation, enabling them to live together safely and function successfully? Do family members take advantage of opportunities to develop and/or expand a reliable network of social and safety supports to help sustain family functioning and well-being? Is the family willing and able to provide the child with assistance, supervision, and support necessary for daily living?

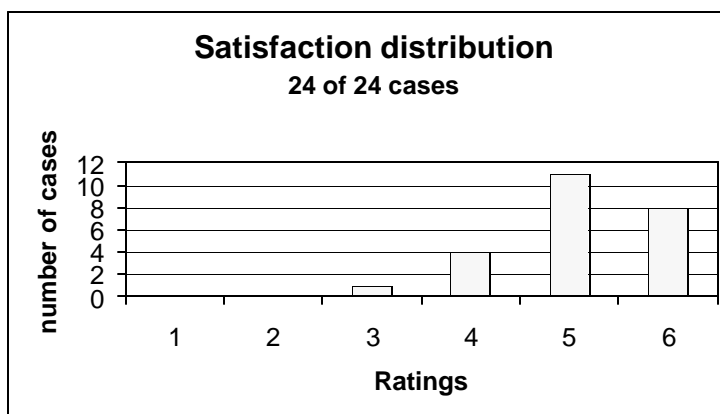
Findings: 77.8% of cases were within the acceptable range (4-6).



Satisfaction

Summative Question: Are the child and primary caregiver satisfied with the supports and services they are receiving?

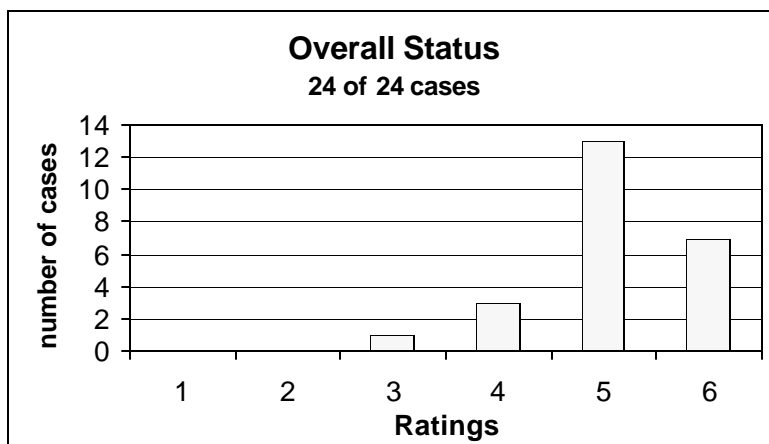
Findings: 95.8% of cases were within the acceptable range (4-6).



Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review findings determined for the Child and Family Status Exams 1-11, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale detailed above. A special condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump”, so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 95.8% of cases were within the acceptable range (4-6).



System Performance Indicators

Overall System

Southwest System Performance

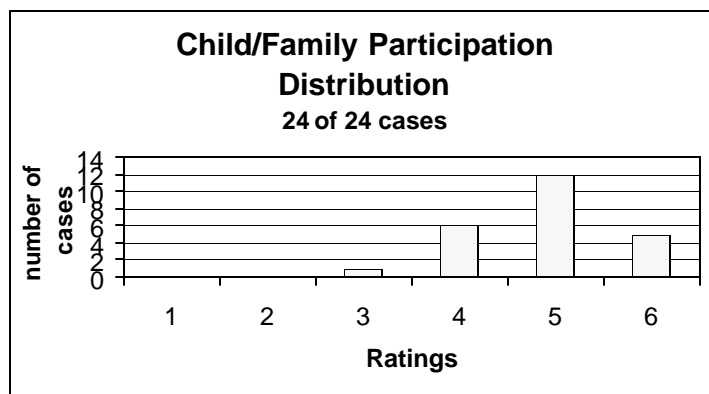
	# of cases	# of cases	# of cases	FY00	FY01	FY02	FY03	FY04
	Acceptable	Need Exit Criteria 70% on Shaded indicators	Improve Exit Criteria 85% on overall score	Baseline				Current
				Scores				Scores
Child & Family Team/Coordination	23	1	83.3%	52.6%	70.8%	66.7%	91.7%	95.8%
Functional Assessment	20	4	83.3%	36.8%	54.2%	41.7%	62.5%	83.3%
Long-term View	21	3	95.8%	26.3%	37.5%	37.5%	54.2%	87.5%
Child & Family Planning Process	20	4	95.8%	31.6%	58.3%	54.2%	79.2%	83.3%
Plan Implementation	23	1	95.8%	52.6%	75.0%	83.3%	91.7%	95.8%
Tracking & Adaptation	23	1	91.7%	47.4%	75.0%	79.2%	95.8%	95.8%
Child & family Participation	23	1	87.0%	52.6%	75.0%	75.0%	83.3%	95.8%
Formal/Informal Supports	22	2	95.8%	73.7%	87.5%	83.3%	91.7%	91.7%
Successful Transitions	20	3	100.0%	36.8%	58.3%	69.6%	83.3%	87.0%
Effective Results	23	1	91.7%	47.4%	75.0%	70.8%	83.3%	95.8%
Caregiver Support	14	0	0%	100.0%	100.0%	90.0%	85.7%	100.0%
Overall Score	22	2		52.6%	70.8%	79.2%	87.5%	91.7%

The critical observation about the overall system performance graph is that system performance has achieved an important exit criterion with regard to the Plan: The overall system performance score meets or exceeds 85% and all six indicators defined as core indicators of system performance score 70% or better. Meeting this combined requirement is an important achievement.

Child/Family Participation

Summative Questions: Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing, and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

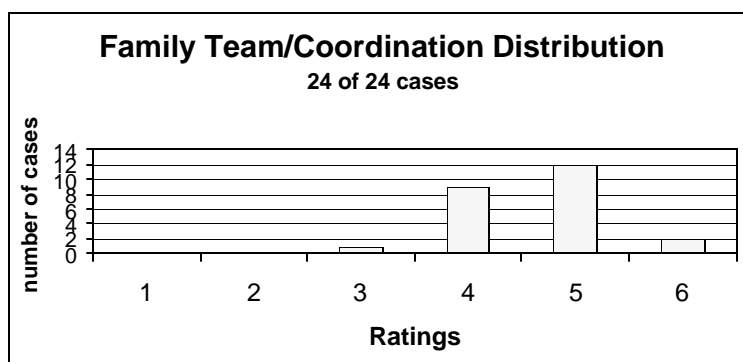
Findings: 95.8% of cases were within the acceptable range (4-6)



Child/Family Team and Team Coordination

Summative Questions: Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of service across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

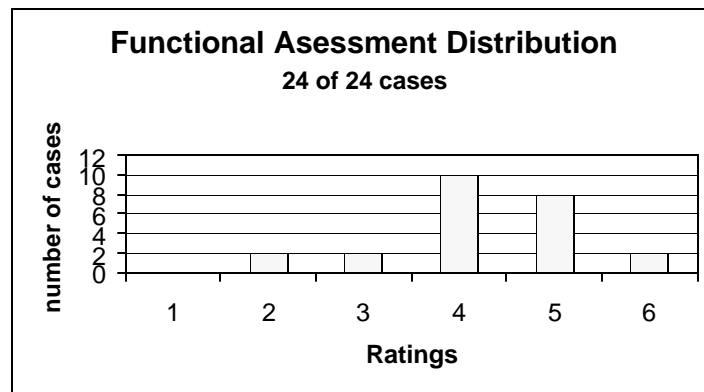
Findings: 95.8% of cases were within the acceptable range (4-6).



Functional Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

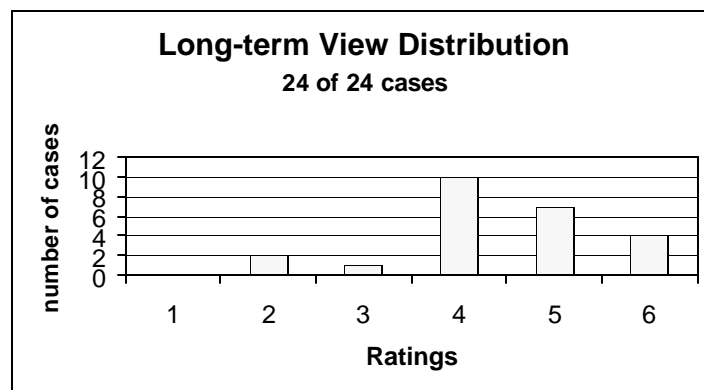
Findings: 83.3% of cases were within the acceptable range (4-6).



Long-Term View

Summative Questions: Is there an explicit plan for this child and family that should enable them to live safely without supervision from child welfare? Does the plan provide direction and support for making smooth transitions across settings, providers and levels of service?

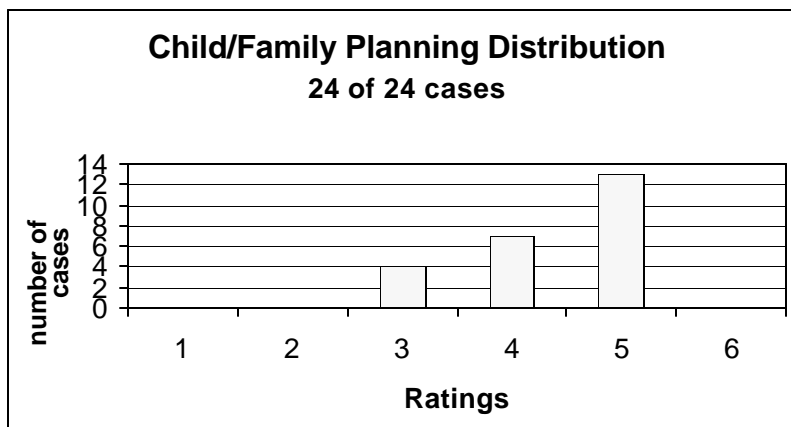
Findings: 87.5% of the cases were within the acceptable range (4-6).



Child and Family Planning Process

Summative Questions: Is the service plan (SP) individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

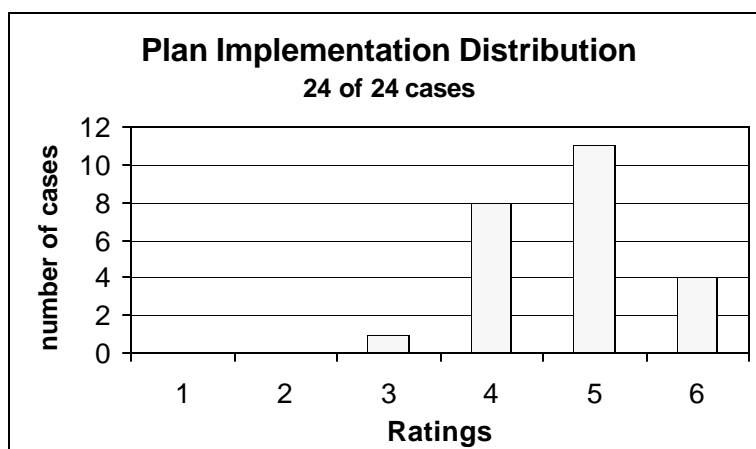
Findings: 83.3% of cases were within the acceptable range (4-6).



Plan Implementation

Summative Questions: Are the services and activities specified in the service plan for the child and family, 1) being implemented as planned, 2) delivered in a timely manner and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the SP?

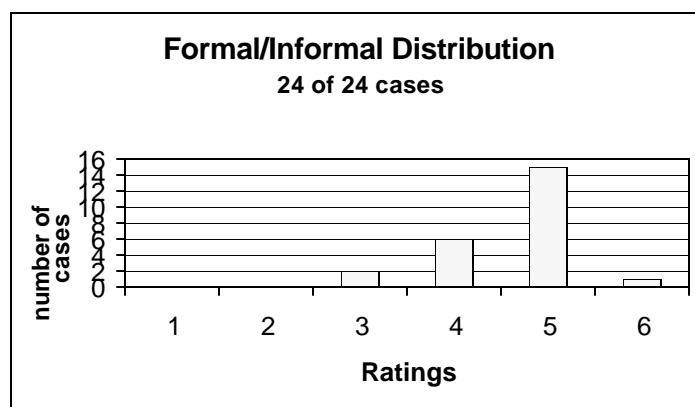
Findings: 95.8% of cases were within the acceptable range (4-6).



Formal/Informal Supports

Summative Questions: Is the available array of school, home and community supports and services provided adequate to assist the child and caregiver reach levels of functioning necessary for the child to make developmental and academic progress commensurate with age and ability?

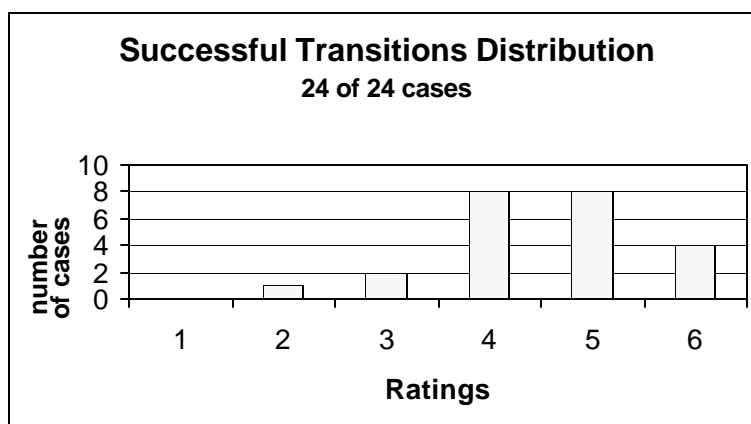
Findings: 91.7% of cases were within the acceptable range (4-6).



Successful Transitions

Summative Questions: Is the next age-appropriate placement transition for the child being planned and implemented to assure a timely, smooth and successful situation for the child after the change occurs? If the child is returning home and to school from a temporary placement in a treatment or detention setting, are transition arrangements being made to assure a smooth return and successful functioning in daily settings following the return?

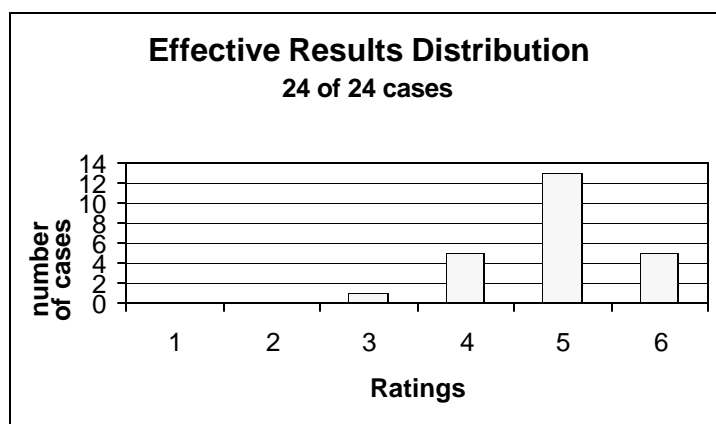
Findings: 87.0% of cases were within the acceptable range (4-6).



Effective Results

Summative Questions: Are planned education, therapies, services and supports resulting in improved functioning and achievement of desired outcomes for the child and caregiver that will enable the child to live in an enduring home without agency oversight?

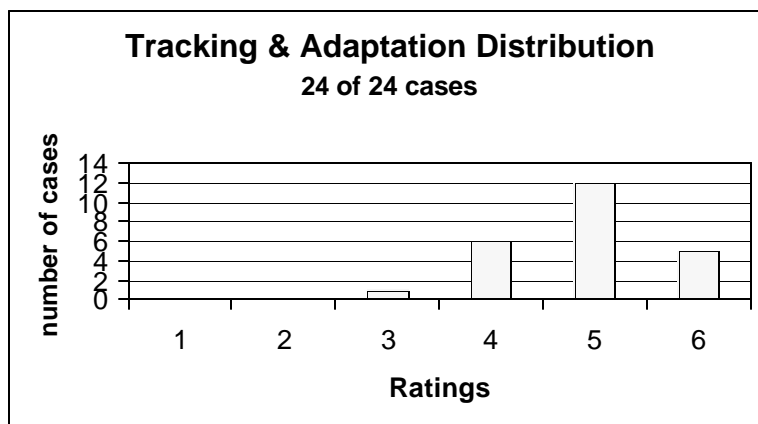
Findings: 95.8% of cases were within the acceptable range (4-6).



Tracking and Adaptation

Summative Questions: Are the child and caregiver's status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and caregiver and to apply knowledge gained about service efforts and results to create a self-correcting service process?

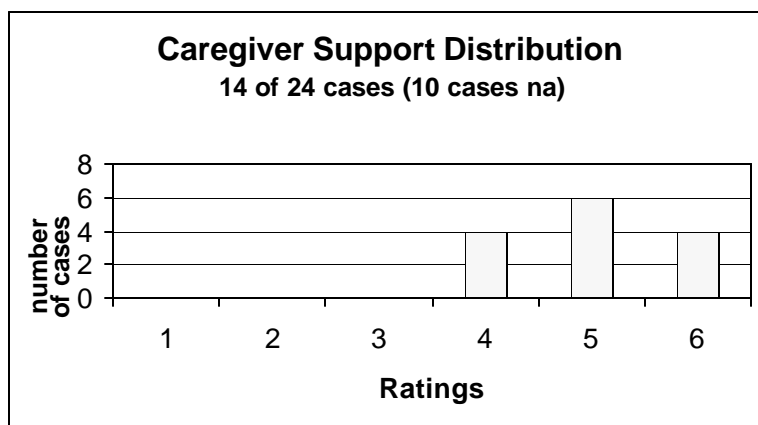
Findings: 95.8% of cases were within the acceptable range (4-6).



Caregiver Support

Summative Questions: Are substitute caregivers in the child's home receiving the training, assistance and supports necessary for them to perform essential parenting or caregiving functions for this child? Is the array of services provided adequate in variety, intensity and dependability to provide for caregiver choices and to enable caregivers to meet the needs of the child while maintaining the stability of the home?

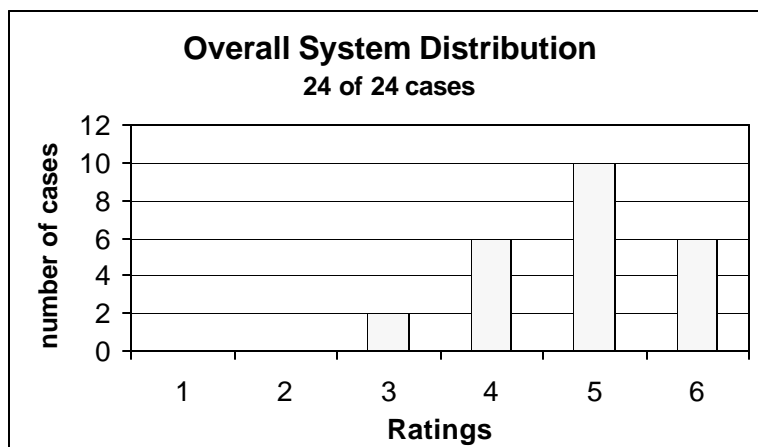
Findings: 100% of scores were in the acceptable range (4-6).



Overall System Performance

Summative Questions: Based on the Qualitative Case Review findings determined for System Performance exams 1-11, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance for a child.

Findings: 91.7% of cases were within the acceptable range (4-6).



Status Forecast

One additional measure of case status is the prognosis by the reviewer of the child and family's likely status in six months, given the current level of system performance. Reviewers respond to this question, "Based on current Division involvement for this child, family, and caregiver, is the child's and family's overall status likely to improve, stay about the same, or decline over the next six months? Take into account any important transitions that are likely to occur during this time period. " Of the cases reviewed, 9% were anticipated to be unchanged, 0.0% were expected to decline in status, and 91 % were expected to improve.

The improved performance in the region is evident in these forecasts. Last year, more than three times the percentage (42% of cases reviewed fell in the "anticipated to be unchanged category"; and 30% less (58%) fell into the "expected to improve" category. This clearly indicates that more cases are on a path of improvement that the reviewers saw as likely to be sustained. This probably reflects the improvements in such system performance indicators as functional assessment and long term view, and the important child and family status indicator of family functioning and resourcefulness. These and other improvements will be discussed further below.

Outcome Matrix

The display below presents a matrix of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

Obviously, the desirable result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often, either unusually resilient and resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

Acceptability of Service System Performance	Acceptable System Performance	Outcome 1 Good status for the child, system performance presently acceptable. 91.6%	Outcome 2 Poor status for the child, system performance minimally acceptable but limited in reach or efficacy. 0%	91.6%
	Unacceptable System Performance	Outcome 3 Good status for the child, system performance presently unacceptable. 4.2%	Outcome 4 Poor status for the child, system performance unacceptable. 4.2%	8.4%
		95.8%	4.2%	100%

Summary of Case Specific Findings

Case Story Analysis

For each of the cases reviewed in Southwest Region, the review team produced a narrative report (case story) shortly after the review was completed. The case story write-up contains a description of the findings, explaining from the reviewer's perspective the current status of the case, what seems to be working, and what needs improvement. Supplementing the numerical scores, the case stories help to provide insight into how system performance affects important outcomes for particular children and families. The case stories are provided as feedback to the caseworker and supervisor responsible for each case reviewed; and all of the case stories are provided to the Office of Services Review and to the Monitor for content analysis and comparison with previous reviews.

The summary of case specific findings provides selected examples of results and practice issues highlighted in the current review. Some of the results are self-evident or have been stable at an acceptable level and will not be addressed in detail; so only selected indicators are discussed below.

Child and Family Status

Safety

The safety indicator in the current QCR improved to 100%, culminating steadily improving safety performance over the past several years. *While this is an admirable achievement, it is important to note that safety for children receiving services from the Division can never achieve absolute perfection, any more than safety for children in the broader population.* The goal of the safety rating is to address known risks through thoughtful, prudent action. One of the strengths noted in several of the cases reviewed in this QCR was the inclusion of specific safety plans to address known risks.

“The safety of the other two children in the home appears controlled through progress made by (an older sexually reactive sibling) over the past year, and the family’s continued implementation of the safety plan that prevents (a vulnerable younger child) ever being left with (the older sibling) without adult supervision.”

Another case indicated a successful "test" of a safety plan:

"In (date), while on a home visit, a verbal altercation occurred with (the stepmother) and (the child). (The child) followed the safety plan and left the home. While doing so, he broke a glass in the door. (The child) contacted his current foster mother for immediate assistance [and she] contacted the agency for direction."

Appropriateness of Placement

Appropriateness of placement is a challenging indicator for a rural region like Southwest Region. Distances and limited availability of specialized placements make finding the right match between a child's needs and available placements very difficult. The region's 100% score on this indicator often reflected particular attention by caseworkers and resource specialists. In addition to supporting a variety of foster placements, the region has also been successful in placing many children with extended family.

"Currently, (the child) appears to be adjusting well and thriving in her grandmother's home. She appears to be in an excellent placement with family devoted to her. She is clearly safe and healthy and appears to be developing normally, both physically and emotionally. This is a marked improvement from her adjustment at the time of the removal, which was described as very anxious and withdrawn. She is reported to have responded well to her placement with family and to the therapy she receives from a specialist specializing in work with children exposed to domestic violence."

Prospects for Permanence

Prospects for permanence scores have improved substantially within the region over the past several years, with a major improvement over the past year from 75% to the current 91.7 %.

Better prospects for permanence were evident in cases where a good understanding of underlying needs led to children being able remain safely with birth parents.

“(The child’s) placement with her mother is seen as stable, appropriate, and permanent...All team members agree that (the child) should be with her mother. Over the last year (the mother) has taken personal responsibility for herself and (her child), including arranging for daycare when she is going to be away.”

There were examples of excellent work in strengthening permanency, even for children who remain in foster care as older adolescents.

“While (the adolescent) is legally free for adoption, that is not his permanency goal. The foster family was approached at one point about adoption, but felt that his presenting needs at that time required agency supports that were only available through foster care. As (the adolescent) has matured those needs have lessened, and permanency concerns have been addressed in a creative way. The GAL [made a successful motion in court] that any change in (the adolescent’s) placement would require a court hearing and order.”

Family Functioning and Resourcefulness

The Southwest Region has made slow but steady progress toward improving scores on the indicator for family functioning and resourcefulness. The score for the current year reached 77.8%. This particular indicator is one of the most difficult indicators for human services systems to affect, but it is ultimately one of the most important indicators of child and family status because it addresses the family's ability and readiness to meet the needs of the family and the children in the family after "the system" is out of their life. The long-term safety and well-being of children depends most heavily on family functioning and resourcefulness. Good short-term results for children in foster care or for families receiving home-based services can evaporate if the families do not have the ability and readiness to meet the needs of family members beyond the closure of the case. The way in which paying attention to family functioning and resourcefulness helps to ensure good long-term results, and fewer children re-entering the child welfare system was evident in one of the cases reviewed.

"Team members are looking beyond closure of the case. For example, the therapist wants (the mother) to continue in therapy and [the caseworker] will not close the case until (the mother) sees a psychiatrist...She also plans on getting the mother and child into ongoing ADHD classes that will continue after case closure. The team explored services such as vocational rehabilitation. Even before plans were finalized, (the mother) made an appointment for the following week with a vocational rehabilitation counselor. This is important to the long-term success of the family given their financial situation...Finally, the mother plans to be involved with AA and NA well after the case is closed."

The pivotal role of family functioning and resourcefulness was evident in another, less promising case story.

"According to the statements made by participants, the father has not progressed beyond the level at which his child entered custody, which contributes to the substantially unacceptable rating for family functioning and resourcefulness. The family is not ready to take control of its issues and services are inadequate to [produce] a positive outcome. The services provided, though successfully completed, have not had effective results in improving the ability of the family to live together without Division intervention."

System Performance

Child and Family Participation

The child and family participation indicator, a measure of the extent to which parents and age-appropriate children are effectively engaged in a team effort, continued to improve; achieving a score of 95.8% this year. One case story illustrated the successful involvement of a parent who was incarcerated, but who still was an important influence on teenage boys in foster care. The father's support of the plan was important to his sons' being at ease in their foster placement.

"(The father) participates as a part of the child and family team and has been involved with decisions throughout the case, even during the time he was in prison. While in prison, (the father) received the Division documents and wrote letters expressing his wishes and desires regarding the boys. He thinks very highly of (the foster parents). He states, 'the boys call one or two times a week. I feel like I have not lost any say with my boys. I was still involved even though I was in prison. (The foster parents) and the caseworker go way beyond the call of duty. I appreciate everything being done for the boys.'"

Another case story noted the child and family team's respect for the views of an adolescent moving toward independence.

"(The adolescent's) influence on the team is also evident. For example, last year he decided that he would rather attend high school [at a school closer to his foster home, but in another school district] he did his research, and recruited a coach/teacher to help him presenting his case to the team. The team, in turn, helped him to navigate the bureaucracy to gain permission to attend [an out of district school]. The move has been successful for (the adolescent), and resulted in the addition of the teacher to his ongoing team."

Child and Family Planning Process

The region's scores on the child and family planning process indicator also continue to improve, with a score of 83.3%. Although the case planning format in SAFE still tend to promote "cookie cutter" plans, successful child and family teams are making an effort to develop more individualized plans.

"The plan in this case was well tailored to the underlying needs of this family. There was a good example of the importance of sequencing services so that the expectations for the parents and the timeframes for accomplishing them did not overwhelm them. The plan was adapted as needed and contained the obvious and substantial needs of the family."

Functional Assessment

The functional assessment indicator is one of the more challenging indicators of system performance. Achieving an acceptable score on functional assessment requires not only addressing obvious needs, but also understanding underlying needs and strengths within the child and family that could help meet those needs. This year, the region sharply improved the functional assessment score from 62.5% last year to 83.3% this year.

"The functional assessment on this case was very comprehensive and detailed regarding the history of the case and the direction the case needs to go, and specific services that would allow the case to progress toward the long-term view. The functional assessment included information obtained from previous assessments, professional assessments, and ongoing needs assessments obtained from child and family team meetings. The service plan reflected the needs identified in the functional assessment and had specific desired results and specific steps required [to achieve those results]."

The absence of a good functional assessment can clearly derail a case, as was evident in one of the case stories in this review.

"The team is struggling in understanding the needs of the child and family. The mother's underlying needs are not clear. Some team members have expressed the mother's underlying need as depression, but it is unclear. This [might explain] the mother's unwillingness to cooperate with receiving needed assessments...The family's needs are not clear in this case either. They feel their cultural differences have not been addressed or used in this process. The 'big picture' for the family has not been established, making planning for the case unfocused and undirected. In addition, the family history is not known."

Long-Term View

Long-term view is another difficult indicator of system performance to achieve consistently. It requires many things; including good engagement and teaming with the child and family, a good functional assessment, and the ability to think beyond case closure. Additionally, a good long-term view cannot only describe an appropriate state of independence for the child and family, but also the specific steps necessary to sustain progress beyond case closure. This year the region made a substantial advance on this indicator, progressing from 54.2% to 87.5%.

"The long-term view for (an older adolescent) is specifically outlined in the service plan. (The adolescent) completed a transitional living skills assessment and each of her strengths and needs were noted in the independent living objectives. It also outlined the

steps and services that (the adolescent) would have to complete and participate in to complete the independent living plan. Her goal of getting her high school diploma and going on to cosmetology school were also outlined. Each member of the team was aware of (the adolescent) goals and aware of what she needed to do to accomplish these goals. (The adolescent) felt she was an active participant in planning the long-term view."

Effective Results

Effective results are the system performance indicator that most often reflects the cumulative impact of other indicators such as those listed above. Not surprisingly, the region's score on effective results advanced from 83.3% to 95.8%.

"Probably the most important factors contributing to favorable results relate to consistent ongoing functional assessment, and tracking and adapting services based on results. If the caseworker had not responded creatively to (the mother's) anger, this young mother might be on her way to termination of parental rights rather than reunification. It was not necessary to agree with the mother's complaint to give her a respectful hearing. Similarly, assuming that (the father's) unwillingness to attend groups that he felt were not appropriate could have led to arguments over whether or not he was 'cooperating.' Instead, consistent efforts to engage a shy young man led to the individualization of services to meet his specific needs."

Summary

The Southwest Region became the first region in Utah to meet the Plan exit criteria related to the QCR. This is an important achievement and reflects the consistent focus within the region on improving system performance to obtain better and better outcomes for children and families. The region has been thoughtful in its application of the Practice Model within the Division as well as with families. The same process of engagement, teaming, assessment, planning, and then tracking and adapting plans based on results has been an effective strategy for building on regional strengths to meet the particular needs and challenges faced by the region.

The region was early in its attention to data, and in its development of helpful tools to assist staff in mastering the most challenging aspects of practice. For example, when the region recognized that capturing a practical long-term view was particularly difficult for staff, the region developed a work tool that helped staff know if they had an adequate long-term view for a particular case. Similarly, when the region confronted the particular challenges of the limited number and range of services in a rural area, the resource development team emerged to assist child and family teams in using creative intervention funds to craft more individualized services and supports for families. At the same time, the regional administration was working with existing providers to encourage greater flexibility and more accountability to get better outcomes from the region's limited financial resources.

Southwest Region Report

In addition to skilled leadership and administration, Southwest Region appears to have been unusually successful in integrating strategic planning, training, supervision, and mentoring to translate ideas and vision into practical action. Both in the stakeholder interviews and focus groups, and in the case stories there were frequent and consistent themes of “spreading the word” about the Practice Model throughout the community and at all levels within the agency. This produced an appreciation for the changes the agency was trying to make, and sometimes adoption by community partners of some of the principles and tools of the Division (such as the use of child and family teams to make important decisions). Several case stories made particular mention of the positive results of the region’s investment in training, supervision, and mentoring to move practice forward.

“The caseworker obviously knows the case extremely well and has a strong influence on the positive outcomes. She has applied the Practice Model effectively in her casework. She has completed all of her Practice Model training. Her supervisor has been a close and helpful mentor and has assisted in building effective relationships between the agency and the family served.”

And in another case:

“Every person we interviewed commented on (the caseworker’s) involvement and commitment to the progress of this case including providers and parents. Considering she has only been a caseworker about six months at the time of this review [the reviewers saw evidence of] great training, mentoring, and supervision.”

As in every endeavor, there is room for continued improvement and refinement as the Southwest Region carries on its admirable performance. Some of the improvements will likely come from sustained attention to the most challenging aspects of system performance such as the child and family planning process, functional assessment, long-term view, and managing transitions. The current review indicates that these important skills and processes are well understood in the region, and that the remaining work is largely around refinement and application in the most challenging cases.

Emerging priorities for Southwest Region included how to sustain practice improvements over time and how to address persistent obstacles. Both these priorities are likely to respond to a combination of building on existing strengths, and expanding community awareness and support for best practice. The region has the analytic management capacity to continue the refinement of practice, and to identify and address obstacles that can be resolved internally. The region has demonstrated excellent skills in self-improvement. Perhaps the more challenging step will involve addressing the wider community’s tendency to see child welfare as “someone else’s business”, except for periodic annoyance at highly publicized cases that are portrayed as failures of the system.

As a primarily rural region, Southwest Region may be able to build on the strength of rural traditions of “taking care of our own” and “everybody pitches in.” Part of the challenge is in ensuring that the community has an accurate picture of the results the Division achieves and an

accurate understanding of the factors that affect those results. The region has an active Quality Improvement Committee that could be supported to meet at least a major part of this challenge. If this committee is properly constituted and supported, it can become a well-informed and powerful voice for the community in advocating for changes in the system (in the broadest sense of that word) that serves children and families, and in holding that system (in the same broad sense) accountable. An informed and empowered Quality Improvement Committee can advocate for needed resources (which may cut across a number of agencies) and hold agencies, providers, and legislators accountable for removing obstacles to the achievement of the outcomes that the community values – safety, permanence, and well-being for children; responsibility and resourcefulness from families, and economy and effectiveness from all of the agencies serving children and families.

If the region can bring the same success to transferring the application of the Practice Model to the wider community challenges that it has to its work with individual children and families, it is likely to resolve, or at least reduce some of its remaining barriers. The barriers identified in the focus groups and in the case stories will be addressed below, along with some recommendations developed in the exit conference conversation with the region.

VIII. Recommendations for Practice Refinement

At the conclusion of the week of QCRs, the review team provides regional staff its impressions regarding practice development needs that were observed during the review. While these impressions do not have the benefit of an analysis of the aggregate scores of practice trends in all cases, the feedback is useful in quickly interpreting what was learned. The impressions collected at the exit conference, coupled with the opportunity to analyze the aggregate scores, suggested the following practice refinement opportunities and recommendations.

Practice Refinement Opportunities

- Continue the regional emphasis on "cross-feeding", the efficient transfer of limited resources to where they are needed most.
- Find ways to increase children's involvement with their team when they are placed out of the area where the team is located.
- Try to ensure that all significant individuals are part of the functional assessment and that all of the important relationships within a case are thoroughly examined.
- Remove artificial barriers to the time length of team meetings.
- Pay close attention to preparation for team meetings; preparing a key partner (especially children and families) ahead of time for a team meeting can often contribute a great deal to the quality of the team meeting.
- Preparation and appropriate attention to family priorities can increase family ownership of the team meetings.
- Caseworkers (with support from supervisors or clinical consultants, as appropriate) can examine formal assessments to ensure that they are adequate and are responsive to the assessment questions the team needs to understand.

- Continue active concurrent planning toward permanency while Indian Child Welfare Act (ICWA) placements are still being developed.
- Pay close attention to transitional planning, especially when a transition may impact child safety.
- Engagement between caseworkers and families is often excellent; try to expand quality engagement to other partners in the cases.
- Encourage team ownership of the long-term view and develop steps to achieve the long-term view. Use the team to determine how to resolve disagreements about intermediate steps toward the ultimate goal.
- Try to be sure that long-term views are focused beyond Division involvement -- on sustainability past case closure.
- Continue work on enhancing worker knowledge of community resources.

In addition to issues addressing individual case practice, reviewers and the regional staff identified system barriers that are generally beyond the control of individual caseworkers. Some of these issues require community, state, or even national efforts to resolve.

System Barriers

- The limited availability of resources in the rural areas sometimes provides few choices for families and the teams working with them.
- There is a lack of flexibility and latitude in working with the Office of Recovery Services.
- Current tracking does not consistently allow resources to be matched to areas of need.
- There are times when state or federal rules or regulations restrict the availability of services in ways that unintentionally conflict with the needs of children and families. Some examples would include a richer array of services to foster placements than kinship placements; or gaps in services for children who almost, but not quite qualify for the excellent array of services provided by the Division of Services for Persons with Disabilities.
- The region has very limited availability of specialized psychiatric services.
- There is a continuing need for well-trained foster families in sufficient quantity to permit careful matching between the needs of foster children and the skills and experience of available homes.
- There is room for improvement in the procedures for working with ICWA cases.
- There are cross-region issues with the availability and depth of involvement when courtesy workers are involved due to out-of-region placements.
- Compensation and incentive issues complicate the retention of skilled workers and in providing incentives for outstanding performance.
- There is an apparent lack of funding to develop enhancements needed in SAFE in a timely manner.
- There is limited availability of inpatient beds when intensive specialized treatment is needed.
- Community understanding of the role and performance of child welfare remains limited.
- The direct involvement of caseworkers in drug testing (personally collecting the samples) complicates engagement and relationship building with children and families.

Southwest Region Report

Appendix

Milestone Trend Indicators																				
1. Number and percent of Home-Based child clients who came into Out-of-Home care within 12 months of Home-Based case closure. (Data is pulled one year prior in order to look 12 months forward)																				
	1st QT 2001		2nd QT 2000		3rd QT 2000		4th QT 2000		1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	33	7%	40	8%	22	5%	18	4%	19	6%	18	4%	19	4%	27	6%	16	4%	15	4%
Salt Lake	49	8%	24	3%	39	5%	25	5%	23	4%	21	4%	27	5%	31	6%	37	6%	31	8%
Western	15	7%	17	7%	19	8%	18	7%	9	5%	3	2%	13	7%	2	1%	7	3%	7	5%
Eastern	10	7%	10	8%	9	6%	10	8%	6	3%	8	9%	2	2%	5	4%	4	4%	3	4%
Southwest	0	0%	4	5%	1	1%	1	1%	3	3%	5	9%	4	4%	8	11%	2	3%	0	0%
State	107	7%	95	5%	90	5%	72	5%	60	5%	55	4%	65	5%	74	5%	68	5%	56	4%
2. Number and percent of children in Out-of-Home care who were victims of substantiated allegations of abuse and neglect by out-of-home parents, out-of-home care siblings, or residential staff.																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4thrd QT 2002		1st QT 2003		2nd QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	0	0.0%	1	0.2%	3	0.5%	1	0.2%	2	0.4%	8	1.6%	0	0.0%	4	0.2%	0	0.0%	1	0.26%
Salt Lake	3	0.2%	0	0.0%	3	0.2%	1	0.1%	5	0.4%	1	0.1%	1	0.1%	0	0.0%	3	0.3%	0	n/a
Western	0	0.0%	2	0.7%	0	0.0%	1	0.0%	0	0.0%	1	0.4%	0	0.0%	5	1.7%	0	0.0%	0	n/a
Eastern	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.4%	0	0.0%	2	1.2%	0	0.0%	2	0.8%	2	0.75%
Southwest	0	0.0%	0	0.0%	0	0.0%	1	0.8%	0	0.0%	3	1.9%	0	0.0%	0	0.0%	0	0.0%	0	n/a
State	3	0.1%	3	0.1%	6	0.2%	5	0.2%	8	0.3%	13	0.5%	3	0.1%	9	0.4%	5	0.2%	3	0.13%
3. Number and percent of substantiated child victims with a prior Home-Based or Out-of-Home care case within the last 12 months.																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	66	9%	56	9%	50	8%	62	9%	49	8%	62	10%	47	8%	75	12%	57	8%	50	7%
Salt Lake	60	6%	93	8%	69	6%	64	5%	100	8%	69	5%	77	6%	118	9%	65	5%	74	6%
Western	23	8%	14	5%	29	8%	13	3%	27	8%	32	7%	28	8%	30	8%	33	8%	10	2%
Eastern	15	12%	10	6%	9	7%	9	6%	10	6%	18	11%	12	7%	22	14%	20	12%	20	9%
Southwest	14	6%	19	12%	9	4%	12	6%	9	5%	6	3%	11	5%	5	2%	3	1%	18	9%
State	178	8%	192	8%	166	7%	160	6%	194	7%	188	7%	175	7%	249	9%	177	6%	172	6%
4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	110	16%	95	16%	67	11%	93	14%	80	13%	88	14%	66	11%	108	17%	81	11%	88	13%
Salt Lake	119	11%	137	11%	148	12%	158	12%	191	14%	148	11%	147	12%	183	13%	159	13%	166	13%
Western	27	9%	38	13%	51	14%	46	12%	40	11%	35	8%	55	17%	58	15%	55	13%	66	14%
Eastern	24	19%	16	10%	10	8%	22	15%	13	8%	21	13%	33	19%	25	16%	20	12%	31	13%
Southwest	20	6%	17	10%	17	8%	22	12%	19	10%	17	9%	39	17%	23	10%	21	10%	27	14%
State	300	13%	303	13%	293	12%	341	13%	342	13%	310	11%	339	13%	403	14%	336	12%	380	13%

Southwest Region Report

5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)

	1st QT 2001		2nd QT 1999		3rd QT 1999		4th QT 1999		1st QT 2000		2nd QT 2000		3rd QT 2000		4th QT 2000		1st QT 2001		2nd QT 2001	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	24	63%	17	65%	22	69%	30	60%	22	76%	16	47%	24	73%	26	65%	17	63%	12	43%
Salt Lake	55	53%	51	50%	53	58%	53	61%	72	62%	51	59%	40	53%	54	57%	52	68%	62	68%
Western	4	36%	6	67%	12	60%	17	77%	13	62%	10	59%	16	57%	6	43%	5	38%	13	62%
Eastern	6	32%	11	92%	6	40%	7	47%	6	40%	14	74%	7	50%	14	61%	9	56%	4	44%
Southwest	4	44%	3	60%	5	38%	1	33%	0	0%	9	69%	3	60%	1	13%	3	38%	4	36%
State	93	52%	88	57%	98	57%	108	61%	113	61%	100	59%	90	58%	101	56%	86	63%	95	59%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	139	83%	115	77%	103	76%	102	71%	83	78%	107	79%	99	76%	88	75%	91	75%	62	72%
Salt Lake	265	70%	156	66%	113	60%	92	49%	88	54%	105	53%	93	53%	86	46%	107	60%	86	54%
Western	37	64%	27	61%	31	53%	43	75%	31	70%	34	62%	38	70%	35	76%	55	71%	57	73%
Eastern	38	72%	25	57%	21	60%	25	52%	31	66%	45	83%	35	67%	30	75%	29	71%	23	61%
Southwest	18	86%	18	58%	15	75%	24	75%	17	68%	18	62%	15	63%	13	62%	27	59%	19	61%
State	497	73%	341	68%	283	64%	286	61%	250	65%	309	66%	280	64%	255	62%	309	67%	247	63%

7. Number and Percent of children with prior custody episodes within 6, 12, and 18 months.

		1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	6 mos	10	9%	10	8%	17	13%	18	15%	10	8%	10	12%	13	10%	10	6%	14	10%	9	8%
	12 mos	13	12%	23	17%	24	18%	20	17%	13	11%	21	25%	17	13%	25	19%	20	14%	15	14%
	18 mos	17	16%	24	8%	29	22%	25	21%	15	12%	21	25%	21	16%	27	21%	22	16%	17	16%
Salt Lake	6 mos	6	4%	15	8%	10	6%	5	2%	8	5%	16	10%	10	5%	11	6%	14	9%	4	4%
	12 mos	8	14%	23	12%	17	10%	21	12%	15	9%	23	14%	18	9%	13	7%	22	14%	5	5%
	18 mos	14	9%	29	15%	20	11%	23	13%	16	9%	25	16%	22	11%	14	8%	23	15%	9	8%
Western	6 mos	3	7%	1	2%	1	2%	4	9%	1	1%	6	8%	2	4%	2	3%	11	17%	1	2%
	12 mos	3	7%	5	9%	2	4%	7	16%	2	3%	6	8%	3	5%	8	13%	14	21%	4	7%
	18 mos	4	9%	6	11%	4	7%	7	16%	2	3%	10	13%	6	11%	8	13%	14	21%	4	7%
Eastern	6 mos	6	13%	3	4%	2	4%	2	5%	6	12%	2	5%	3	6%	2	4%	4	9%	2	4%
	12 mos	12	26%	4	7%	4	8%	3	8%	8	17%	5	13%	4	9%	4	13%	6	13%	9	2%
	18 mos	13	28%	4	7%	6	12%	5	13%	8	17%	6	16%	5	11%	4	13%	6	12%	12	2%

Southwest Region Report

Southwest	6 mos	1	4%	3	10%	2	8%	1	5%	2	4%	0	0%	0	0%	2	4%	0	0%	1	5%
	12 mos	1	4%	4	14%	3	12%	1	5%	2	4%	0	0%	1	3%	4	8%	1	8%	1	5%
	18 mos	2	8%	4	14%	6	25%	2	9%	5	11%	1	3%	1	3%	4	8%	1	8%	3	1%
State	6 mos	26	7%	32	7%	32	8%	30	7%	27	6%	34	9%	28	6%	25	6%	43	10%	17	5%
	12 mos	37	10%	59	12%	50	12%	52	13%	40	8%	55	14%	43	9%	51	11%	63	15%	34	10%
	18 mos	50	13%	67	14%	65	15%	62	15%	46	10%	63	16%	55	12%	54	12%	66	16%	45	13%

8. Average months in care of cohorts of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE. Cases that were closed prior to a goal being established are not reported under this trend.

	1st QT 2001	2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003											
Adoption																					
Northern	18	19	24	18	14	20	13	19	18	14											
Salt Lake Valley	19	31	23	26	21	26	24	25	23	16											
Western	21	17	19	18	10	9	6	20	16	26											
Eastern	34	26	0	41	17	15	18	14	16	10											
Southwest	7	15	16	24	11	20	17	13	11	21											
State	18	25	23	23	18	22	15	21	20	16											
Guardianship																					
Northern	22	19	27	3	0	12	8	9	6	18											
Salt Lake Valley	18	14	21	22	23	19	16	29	23	18											
Western	59	20	5	42	10	3	68	15	26	11											
Eastern	16	6	14	0	0	13	0	53	32	60											
Southwest	17	0	0	6	5	48	0	2	13	11											
State	28	14	22	22	17	17	24	24	21	18											
Independent Living																					
Northern	35	19	26	41	49	30	28	26	43	39											
Salt Lake Valley	29	46	37	31	42	23	36	30	38	47											
Western	36	44	23	12	42	33	45	26	22	20											
Eastern	10	26	15	10	25	38	47	22	45	45											
Southwest	18	12	73	15	0	24	13	28	11	29											
State	30	36	33	26	43	27	37	27	37	41											
Individualized Permanency Plan																					
Northern	21	28	27	32	25	49	20	47	30	31											
Salt Lake Valley	47	38	32	56	36	34	22	41	37	33											
Western	48	18	34	30	66	11	0	0	26	0											
Eastern	35	47	27	19	26	23	26	21	11	15											
Southwest	37	6	26	49	0	41	13	17	20	26											
State	41	33	30	38	36	33	22	37	32	29											

Southwest Region Report

Return Home																						
Northern	12	11	8	9	8	7	9	9	11	10												
Salt Lake Valley	13	14	11	10	11	10	10	11	12	11												
Western	10	9	9	10	6	6	7	10	7	8												
Eastern	11	5	10	8	8	13	7	9	8	5												
Southwest	7	8	11	7	6	11	5	7	11	10												
State	12	11	10	9	9	9	9	10	11	9												
Average length of stay of children in custody by ethnicity. Data is average number of months.																						
	1st QT-01	2nd QT-01	3rd QT-01	4th QT-01	1st QT-02	2nd QT-02	3rd QT-02	4th QT-02	1st QT-03	2nd QT-03												
African American																						
Northern	3	25	6	24	12	15	8	0	30	12												
Salt Lake Valley	27	36	19	29	32	27	36	9	17	16												
Western	52	3	7	3	0	0	2	0	10	5												
Eastern	0	0	0	0	0	0	0	0	12	1												
Southwest	0	0	0	29	0	0	0	0	0	0												
State	19	55	20	25	30	21	15	9	18	14												
American Indian/Alaska Native																						
Northern	4	0	24	23	0	0	1	11	7	14												
Salt Lake Valley	11	23	16	21	17	11	5	5	23	3												
Western	11	21	10	1	9	0	67	10	11	0												
Eastern	27	32	11	2	19	36	11	22	33	9												
Southwest	30	11	0	0	0	42	0	12	12	32												
State	21	28	10	16	17	20	17	15	19	14												
Asian																						
Northern	9	36	0	0	73	0	0	16	0	0												
Salt Lake Valley	7	19	0	0	13	38	4	7	0	10												
Western	0	0	0	0	57	0	0	21	0	0												
Eastern	0	0	0	0	0	0	0	0	0	0												
Southwest	0	0	0	0	0	0	0	0	0	0												
State	6	26	0	0	31	38	4	13	0	10												
Caucasian																						
Northern	9	10	9	9	20	14	9	10	8	9												
Salt Lake Valley	20	23	20	24	25	24	17	20	19	18												
Western	22	11	13	12	28	9	16	12	12	12												
Eastern	17	11	10	18	12	14	17	10	11	9												
Southwest	12	8	19	14	4	27	6	14	12	13												
State	21	22	21	17	21	19	13	14	14	13												

Southwest Region Report

Hispanic																					
Northern	7	8	9	9	7	13	6	10	7	6											
Salt Lake Valley	14	14	16	12	15	14	14	13	18	13											
Western	9	5	4	19	7	4	9	25	6	4											
Eastern	6	3	4	4	12	0	7	1	14	20											
Southwest	5	8	16	6	0	10	7	3	5	24											
State	11	10	14	11	12	12	10	12	11	9											
Other/Unknown																					
Northern	10	9	11	6	7	8	5	12	13	45											
Salt Lake Valley	9	11	14	10	12	10	12	16	15	15											
Western	18	12	9	11	15	7	12	0	16	18											
Eastern	5	0	5	13	10	8	7	6	0	0											
Southwest	11	3	48	12	5	7	3	13	6	0											
State	14	9	9	9	10	9	9	14	14	18											
Pacific Islander																					
Northern	0	31	0	16	0	0	0	0	0	0											
Salt Lake Valley	17	18	4	8	0	12	3	10	21	11											
Western	0	0	0	0	0	0	0	0	1	16											
Eastern	0	38	0	0	0	0	0	0	0	10											
Southwest	0	0	0	0	0	0	0	18	0	0											
State	17	14	2	17	0	12	3	14	11	9											
Average number of months children in custody by sex																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Northern	8	9	10	11	9	9	9	9	12	10	12	12	7	7	11	10	7	9	10	8	
Salt Lake Valley	16	16	22	18	17	18	17	20	21	17	16	17	14	15	16	17	18	19	14	16	
Western	16	21	10	13	13	10	12	13	24	13	6	8	20	9	12	15	11	11	8	9	
Eastern	21	9	21	8	8	9	10	15	10	13	12	16	12	12	11	13	15	15	4	16	
Southwest	13	11	8	6	12	14	13	14	5	4	22	17	6	5	10	14	10	11	14	17	
State	14	14	15	14	13	12	14	14	18	13	14	14	12	12	13	14	13	14	11	14	
9. Percent of CPS investigations initiated within the time period mandated by state or local statute, regulation, or policy.																					
		1st QT 2001		2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003									
Northern	priority 1	100%	Priority 1	50%	100%	100%	100%	100%	100%	100%	n/a*	100%									
	priority 2	92%	Priority 2	94%	88%	88%	89%	91%	92%	88%	88%	92%									
	priority 3	75%	Priority 3	80%	82%	77%	72%	75%	72%	75%	73%	67%									

Southwest Region Report

	priority 4	Priority 4							74%	78%	83%										
Salt Lake	priorit y 1	92%	Priority 1	93%	86%	87%	95%	91%	85%	81%	88%	90%									
	priorit y 2	87%	Priority 2	92%	89%	88%	90%	91%	90%	91%	88%	89%									
	priorit y 3	71%	Priority 3	71%	74%	73%	69%	69%	69%	70%	68%	71%									
	priority 4		Priority 4							77%	74%	73%									
Western	priorit y 1	100%	Priority 1	86%	100%	86%	96%	79%	90%	90%	97%	96%									
	priorit y 2	87%	Priority 2	91%	88%	83%	89%	88%	90%	81%	74%	87%									
	priorit y 3	58%	Priority 3	61%	65%	55%	55%	53%	56%	54%	57%	60%									
	priority 4		Priority 4							61%	56%	62%									
Eastern	priorit y 1	79%	Priority 1	80%	88%	79%	100%	100%	80%	67%	88%	93%									
	priorit y 2	91%	Priority 2	85%	93%	89%	89%	96%	81%	85%	76%	87%									
	priorit y 3	84%	Priority 3	87%	92%	93%	90%	90%	94%	91%	89%	88%									
	priority 4		Priority 4							78%	95%	83%									
Southwest	priorit y 1	95%	Priority 1	80%	100%	100%	100%	92%	64%	100%	100%	88%									
	priorit y 2	90%	Priority 2	85%	88%	92%	91%	85%	90%	83%	87%	93%									
	priorit y 3	75%	Priority 3	85%	87%	86%	88%	87%	87%	85%	84%	89%									
	priority 4		Priority 4							93%	96%	98%									
State	priorit y 1	93%	Priority 1	88%	92%	86%	96%	89%	82%	83%	91%	91%									
	priorit y 2	89%	Priority 2	92%	89%	88%	90%	90%	90%	88%	86%	90%									
	priorit y 3	70%	Priority 3	74%	77%	74%	71%	70%	71%	72%	70%	72%									
	priority 4		Priority 4							75%	73%	75%									
*Northern had no priority 1 referrals in 1st quarter.																					

Southwest Region Report

10. Percent of children experiencing fewer than three placement changes within an Out-of-Home Care service episode.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Northern	75	68%	87	62%	89	62%	106	75%	80	73%	76	73%	94	73%	92	73%	120	80%	76	70%		
Salt Lake	109	46%	98	49%	85	45%	90	49%	89	46%	86	46%	107	53%	111	56%	110	50%	91	59%		
Western	29	64%	28	49%	19	46%	45	67%	49	63%	47	78%	28	55%	36	68%	34	61%	51	71%		
Eastern	32	64%	37	69%	33	73%	22	58%	32	61%	25	56%	27	68%	35	63%	28	65%	27	77%		
Southwest	20	59%	15	54%	12	67%	8	42%	15	60%	11	46%	11	55%	17	74%	16	57%	12	38%		
State	265	54%	265	55%	238	55%	271	60%	265	58%	245	58%	267	61%	291	64%	308	62%	258	64%		

11. Number and percent of children in placement by order of restrictiveness. Point-in-time: last day of the report period.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Residential Treatment																						
Northern	34	8%	29	7%	26	6%	27	7%	27	7%	32	8%	35	9%	35	9%	27	7%	28	7%		
Salt Lake Valley	99	9%	102	9%	101	9%	109	10%	110	10%	108	10%	122	12%	134	13%	122	13%	122	14%		
Western	16	7%	21	10%	19	8%	18	8%	19	9%	23	10%	20	8%	88	8%	16	6%	19	7%		
Eastern	19	9%	22	10%	23	10%	18	8%	21	10%	15	7%	20	9%	93	6%	15	7%	18	8%		
Southwest	5	5%	6	6%	6	6%	4	4%	7	6%	11	8%	10	7%	52	5%	6	6%	6	6%		
State	173	9%	180	9%	175	8%	176	9%	184	9%	189	9%	207	10%	209	10%	186	10%	193	10%		
Group Home																						
Northern	9	2%	9	2%	14	3%	8	2%	9	2%	9	2%	8	2%	11	3%	11	3%	16	4%		
Salt Lake Valley	63	6%	65	6%	58	5%	55	5%	53	5%	49	5%	52	5%	50	5%	58	6%	68	7%		
Western	5	2%	8	4%	6	3%	7	3%	6	3%	8	4%	8	3%	7	3%	5	2%	5	2%		
Eastern	4	2%	8	4%	6	3%	4	2%	5	2%	4	2%	5	2%	5	2%	6	3%	6	3%		
Southwest	3	3%	3	3%	3	3%	2	2%	5	4%	3	2%	3	2%	3	2%	1	1%	2	2%		
State	84	4%	93	4%	87	4%	76	4%	78	4%	73	4%	76	4%	76	4%	81	4%	97	5%		
Treatment Foster Homes																						
Northern	111	25%	111	26%	115	27%	114	29%	117	29%	115	29%	123	30%	127	32%	130	33%	133	34%		
Salt Lake Valley	259	24%	238	22%	229	21%	211	20%	221	21%	49	20%	234	22%	239	23%	219	23%	223	25%		
Western	60	27%	69	31%	86	37%	81	38%	67	31%	80	35%	79	33%	88	35%	93	34%	92	36%		
Eastern	71	33%	68	31%	74	33%	76	34%	77	36%	73	36%	82	38%	93	44%	97	44%	89	39%		
Southwest	32	34%	38	40%	38	40%	46	45%	55	46%	52	40%	55	38%	52	39%	52	44%	47	44%		
State	533	26%	524	26%	542	26%	528	26%	537	27%	545	27%	573	28%	599	29%	591	30%	584	31%		
Family Foster Home																						
Northern	236	54%	232	54%	231	55%	212	53%	233	57%	204	52%	214	52%	193	48%	182	47%	196	51%		
Salt Lake Valley	537	51%	574	53%	572	53%	572	54%	559	52%	531	54%	546	52%	505	49%	469	48%	428	47%		
Western	133	60%	112	51%	113	48%	90	42%	106	50%	112	49%	131	54%	120	48%	137	50%	133	52%		
Eastern	117	54%	114	53%	114	51%	122	54%	108	51%	112	55%	107	49%	100	47%	102	46%	120	52%		
Southwest	50	53%	47	49%	47	50%	49	47%	47	38%	56	44%	67	47%	63	47%	39	33%	42	39%		
State	1073	53%	1079	53%	1077	53%	1045	52%	1053	52%	1015	51%	1065	52%	981	48%	929	47%	919	48%		

Southwest Region Report

Other																				
Northern	47	11%	50	12%	36	9%	41	11%	28	7%	36	9%	34	8%	39	10%	43	11%	20	5%
Salt Lake Valley	109	10%	102	9%	117	11%	122	11%	132	12%	142	12%	99	9%	112	11%	107	11%	81	9%
Western	9	4%	11	5%	10	4%	18	8%	15	7%	9	4%	5	2%	14	6%	23	9%	9	3%
Eastern	3	2%	5	2%	7	3%	8	4%	5	5%	1	1%	4	2%	1	0%	1	0%	5	2%
Southwest	4	4%	1	1%	1	1%	4	4%	9	7%	9	7%	8	6%	10	7%	20	17%	10	9%
State	172	9%	169	8%	171	9%	193	10%	189	9%	197	10%	150	7%	176	9%	194	10%	125	7%

12. Number and percent of all children younger than five years exiting custody in year who did not attain permanency within six months by closure reason.

[illegible]

Adoption final

Northern	14	58%	29	81%	12	57%	10	36%	11	61%	9	53%	13	76%	12	63%	18	72%	3	23%	
Salt Lake	22	55%	35	69%	33	61%	21	50%	26	63%	38	70%	17	55%	29	56%	28	22%	26	67%	
Western	1	17%	9	64%	9	60%	10	71%	2	25%	1	25%	0	0%	8	73%	7	14%	4	50%	
Eastern	0	0%	9	90%	2	50%	2	100%	3	38%	5	46%	2	40%	1	11%	1	30%	1	100%	
Southwest	2	22%	3	50%	0	0%	1	25%	3	100%	4	67%	1	100%	4	67%	4	10%	7	88%	
State	39	48%	85	73%	56	60%	44	49%	45	58%	57	62%	33	58%	54	56%	58	73%	41	59%	

State	SS	1974
Custody Returned to Parents		

Northern	9	38%	5	14%	7	33%	16	57%	7	39%	8	47%	4	24%	5	26%	7	28%	7	54%		
Salt Lake	13	33%	11	22%	16	30%	16	38%	12	29%	11	20%	11	35%	20	38%	6	14%	11	28%		
Western	5	83%	4	29%	1	7%	2	14%	4	50%	3	75%	3	100%	3	27%	4	9%	2	25%		
Eastern	1	50%	1	10%	2	50%	0	0%	4	50%	5	46%	3	60%	1	11%	2	67%	0	0		
Southwest	7	78%	1	17%	0	0%	2	50%	0	0%	2	33%	0	0%	2	33%	0	0%	1	13%		
State	35	43%	22	19%	26	28%	36	40%	27	35%	29	32%	21	37%	31	32%	19	24%	21	30%		

State	CC	1970	—
Custody Returned to Relative/Guardian			

Northern	1	4%	1	3%	2	10%	2	7%	0	0%	0	0%	0	0%	2	11%	0	0%	3	23%	
Salt Lake	4	10%	5	10%	5	9%	5	12%	3	7%	4	7%	3	10%	3	6%	1	3%	2	5%	
Western	0	0%	1	7%	5	33%	2	14%	2	25%	0	0%	0	0%	0	0%	0	0%	2	25%	
Eastern	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	6	67%	0	0%	0	0	
Southwest	0	0%	2	33%	0	0%	1	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	
State	5	6%	9	8%	12	13%	10	11%	6	8%	4	4%	3	5%	11	11%	1	1%	7	10%	

	Custody	Foster Parent	
--	---------	---------------	--

Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	2	5%	0	0%	
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	1	50%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	1	11%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State	1	1%	0	0%	0	0%	0	0%	0	0%	2	2%	0	0%	1	1%	2	3%	0	0%	

Death

[illegible]

Southwest Region Report

Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
State	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		

13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Adoption final																						
Northern	22	40%	38	50%	22	37%	24	35%	17	32%	22	41%	20	37%	24	43%	25	43%	8	14%		
Salt Lake Valley	29	17%	5	34%	45	32%	35	30%	38	28%	51	41%	22	18%	48	37%	46	30%	39	37%		
Western	2	6%	13	34%	9	32%	14	35%	2	5%	4	19%	5	26%	11	31%	8	30%	7	21%		
Eastern	1	4%	10	40%	2	12%	3	14%	5	17%	5	17%	2	10%	1	4%	1	5%	1	10%		
Southwest	2	10%	4	24%	1	14%	3	21%	3	43%	7	35%	1	13%	4	29%	6	30%	12	41%		
State	56	18%	70	37%	79	30%	79	31%	65	24%	89	36%	50	22%	88	33%	86	31%	67	29%		
Emancipation																						
Northern	8	14%	9	12%	4	7%	5	7%	14	26%	5	9%	1	2%	11	20%	8	14%	5	9%		
Salt Lake Valley	26	15%	24	16%	13	10%	26	23%	20	15%	13	10%	25	20%	16	12%	30	19%	11	10%		
Western	12	33%	4	11%	2	7%	3	8%	8	19%	3	14%	5	26%	6	17%	3	11%	3	9%		
Eastern	4	15%	6	24%	4	24%	5	24%	4	14%	3	10%	3	14%	7	25%	7	37%	0	0%		
Southwest	3	14%	1	6%	3	43%	1	7%	0	0%	2	10%	1	13%	2	14%	2	10%	2	7%		
State	53	17%	44	14%	26	9%	40	16%	46	17%	26	11%	35	16%	42	16%	50	18%	21	9%		
Returned to parents																						
Northern	18	31%	17	22%	21	36%	32	47%	17	32%	23	43%	20	37%	12	21%	23	39%	27	50%		
Salt Lake Valley	82	49%	47	32%	51	36%	42	37%	49	36%	42	34%	54	20%	48	37%	56	36%	37	35%		
Western	13	36%	14	37%	5	18%	14	35%	16	37%	12	57%	6	32%	15	42%	10	37%	16	48%		
Eastern	14	54%	4	16%	8	47%	7	33%	11	38%	15	52%	11	52%	9	32%	7	37%	2	20%		
Southwest	15	71%	7	41%	2	29%	9	64%	4	57%	8	40%	4	50%	6	43%	10	50%	11	38%		
State	142	46%	89	28%	87	34%	104	40%	97	36%	100	40%	95	42%	90	34%	106	38%	93	40%		
Custody to relative/guardian																						
Northern	7	12%	6	8%	9	15%	4	5%	4	8%	1	2%	10	19%	6	11%	2	3%	11	20%		
Salt Lake Valley	13	8%	12	8%	14	10%	8	7%	20	15%	11	9%	16	13%	11	8%	9	6%	10	10%		
Western	5	14%	6	16%	11	39%	8	20%	10	23%	2	10%	0	0%	2	6%	5	19%	6	18%		
Eastern	2	8%	1	4%	3	18%	3	14%	7	24%	3	10%	1	5%	8	29%	3	16%	3	30%		
Southwest	1	5%	5	29%	0	14%	1	7%	0	0%	1	5%	0	0%	0	0%	2	10%	3	10%		
State	28	9%	30	10%	37	15%	24	9%	41	41%	18	7%	27	12%	27	10%	21	8%	33	14%		
Custody to youth corrections																						
Northern	1	2%	4	5%	0	0%	3	4%	0	0%	0	0%	2	4%	2	4%	0	0%	1	2%		
Salt Lake Valley	12	7%	4	3%	10	7%	2	2%	6	4%	5	4%	2	2%	6	5%	4	3%	1	1%		
Western	2	6%	0	0%	0	0%	1	3%	4	9%	0	0%	2	11%	1	3%	1	4%	0	0%		
Eastern	3	12%	1	4%	0	0%	2	10%	1	4%	1	4%	2	10%	0	0%	1	5%	2	20%		
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	1	13%	1	8%	0	0%	1	3%		
State	18	6%	9	3%	10	4%	8	3%	11	4%	7	3%	9	4%	10	4%	6	2%	5	2%		

Southwest Region Report

Custody to foster parent																					
Northern	1	2%	0	0%	0	0%	0	0%	1	2%	3	6%	1	2%	1	2%	1	2%	0	0%	
Salt Lake Valley	4	2%	8	5%	7	5%	2	2%	0	0%	3	2%	1	1%	0	0%	8	5%	5	5%	
Western	2	6%	0	0%	0	0%	0	0%	3	7%	0	0%	1	5%	1	3%	0	0%	1	3%	
Eastern	2	8%	3	12%	0	0%	1	5%	1	4%	1	4%	2	10%	3	11%	0	0%	2	20%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	
State	9	3%	11	4%	7	3%	3	1%	5	2%	8	3%	5	2%	5	2%	9	3%	8	3%	
Death																					
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%	
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	1%	0	0%	0	0%	
Non-petitional release																					
Northern	1	2%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%	
Salt Lake Valley	0	0%	2	1%	1	1%	0	0%	4	3%	0	0%	3	3%	0	0%	0	0%	2	2%	
Western	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	1%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	0	0%	
State	1	0%	3	1%	2	2%	0	0%	4	2%	1	0%	4	2%	0	0%	0	0%	4	2%	
Child Ran Away																					
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	
Western	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State	0	0%	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	
Voluntary custody terminated																					
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
14. Number and percent of children age 18 or older, exiting care by education level.																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Attending School																					
Northern									3	23%	1	20%	1	100%	3	20%	1	13%	0	0%	
Salt Lake									12	46%	7	41%	14	52%	12	60%	12	44%	6	50%	

Southwest Region Report

Western								1	14%	2	50%	2	33%	3	33%	4	57%	0	0%		
Eastern								0	0%	0	0%	1	33%	0	0%	3	33%	0	0%		
Southwest								0	0%	0	0%	0	0%	1	50%	0	0%	0	0%		
State								16	31%	10	29%	18	46%	19	36%	20	65%	0	0%		
Graduated																					
Northern								0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Salt Lake								3	12%	0	0%	0	0%	0	0%	0	0%	0	0%		
Western								1	14%	0	0%	0	0%	0	0%	0	0%	0	0%		
Eastern								0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Southwest								0	0%	0	0%	0	0%	1	50%	0	0%	0	0%		
State								4	8%	0	0%	0	0%	1	2%	0	0%	0	0%		
Not in School*																					
Northern								1	8%	0	0%	0	0%	0	0%	0	0%	0	0%		
Salt Lake								1	4%	0	0%	0	0%	0	0%	0	0%	0	0%		
Western								0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Eastern								0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Southwest								0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
State								2	4%	0	0%	0	0%	0	0%	0	0%	0	0%		
Data Not Entered in System																					
Northern								9	69%	4	80%	0	0%	13	87%	7	88%	7	100%		
Salt Lake								10	38%	10	59%	13	48%	8	40%	15	56%	5	50%		
Western								5	71%	2	50%	4	67%	6	67%	3	43%	3	100%		
Eastern								5	100%	6	100%	2	67%	7	100%	7	78%	n/a	0%		
Southwest								0	0%	3	100%	2	100%	0	0%	3	100%	2	100%		
State								29	57%	25	71%	21	54%	34	64%	35	65%	17	77%		
*Not in school means dropped out, suspended or expelled.																					
15. Number of children in custody who are legally freed for adoption and the percent who are placed in an adoptive home within six months. (Outcomes II.D.1)																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Northern									25	56%	24	46%	29	52%	10	43%	8	40%	25	44%	
Salt Lake									74	32%	59	22%	75	41%	24	33%	16	26%	52	12%	
Western									2	0%	5	60%	5	60%	3	75%	2	67%	2	50%	
Eastern									0	0%	1	0%	3	0%	1	25%	0	0%	5	40%	
Southwest									8	88%	4	100%	4	75%	3	50%	7	88%	6	83%	
State									109	41%	93	33%	116	45%	41	38%	33	34%	90	28%	
16. Number and Percent of adoption placements that disrupt before finalization.																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Northern	2	2%	1	1%	1	2%	1	2%	2	3.92%	1	2%	0	0%	2	4%	0	0%	3	8%	
Salt Lake	6	4%	4	2%	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	0	0%	2	3%	
Western	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	1	7.14%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	1	1.09%	0	0%	0	0%	1	11%	0	0%	0	0%	
State	9	3%	5	2%	2	1%	2	1%	4	2.27%	0	1%	0	0%	4	2%	0	0%	5	4%	